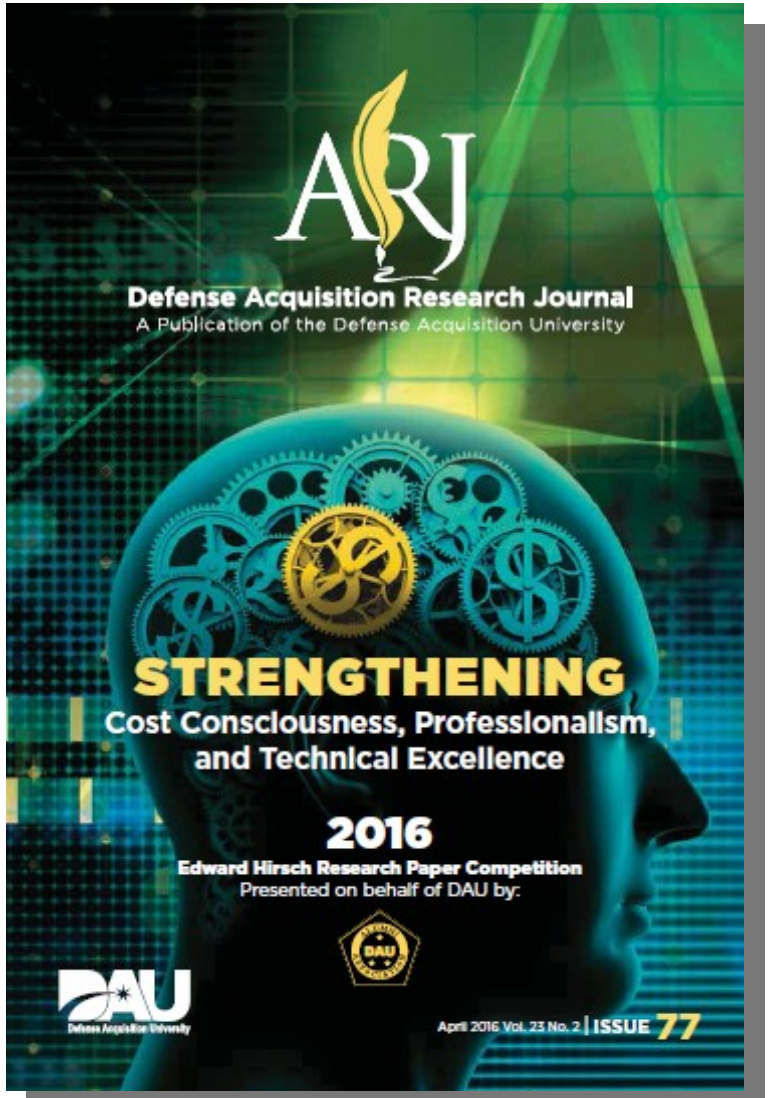
DAU Acquisition Training Symposium

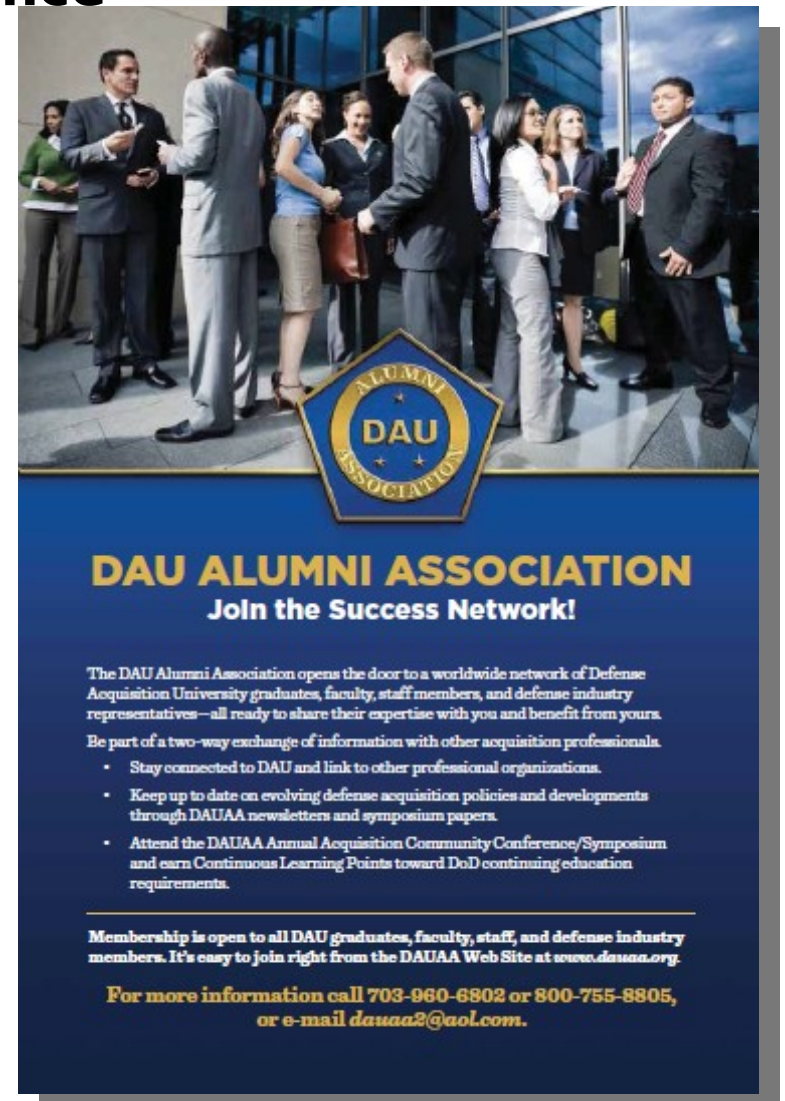
'Strengthening Cost Consciousness, Professionalism, and Technical Excellence'


ARJ
Defense Acquisition Research Journal
A Publication of the Defense Acquisition University
STRENGTHENING
Cost Consciousness, Professionalism, and Technical Excellence
2016
Edward Hirsch Research Paper Competition
Presented on behalf of DAU by:
DAU
April 2016 Vol. 23 No. 2 | ISSUE 77

April 27, 2016
DAU Ft Belvoir Campus

Research Presentation

The High Flying Leadership Qualities: What Matters the Most?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• Attend the DAUAA Annual Acquisition Community Conference/Symposium and earn Continuous Learning Points toward DoD continuing education requirements.
Membership is open to all DAU graduates, faculty, staff, and defense industry members. It's easy to join right from the DAUAA Web Site at www.dauaa.org.
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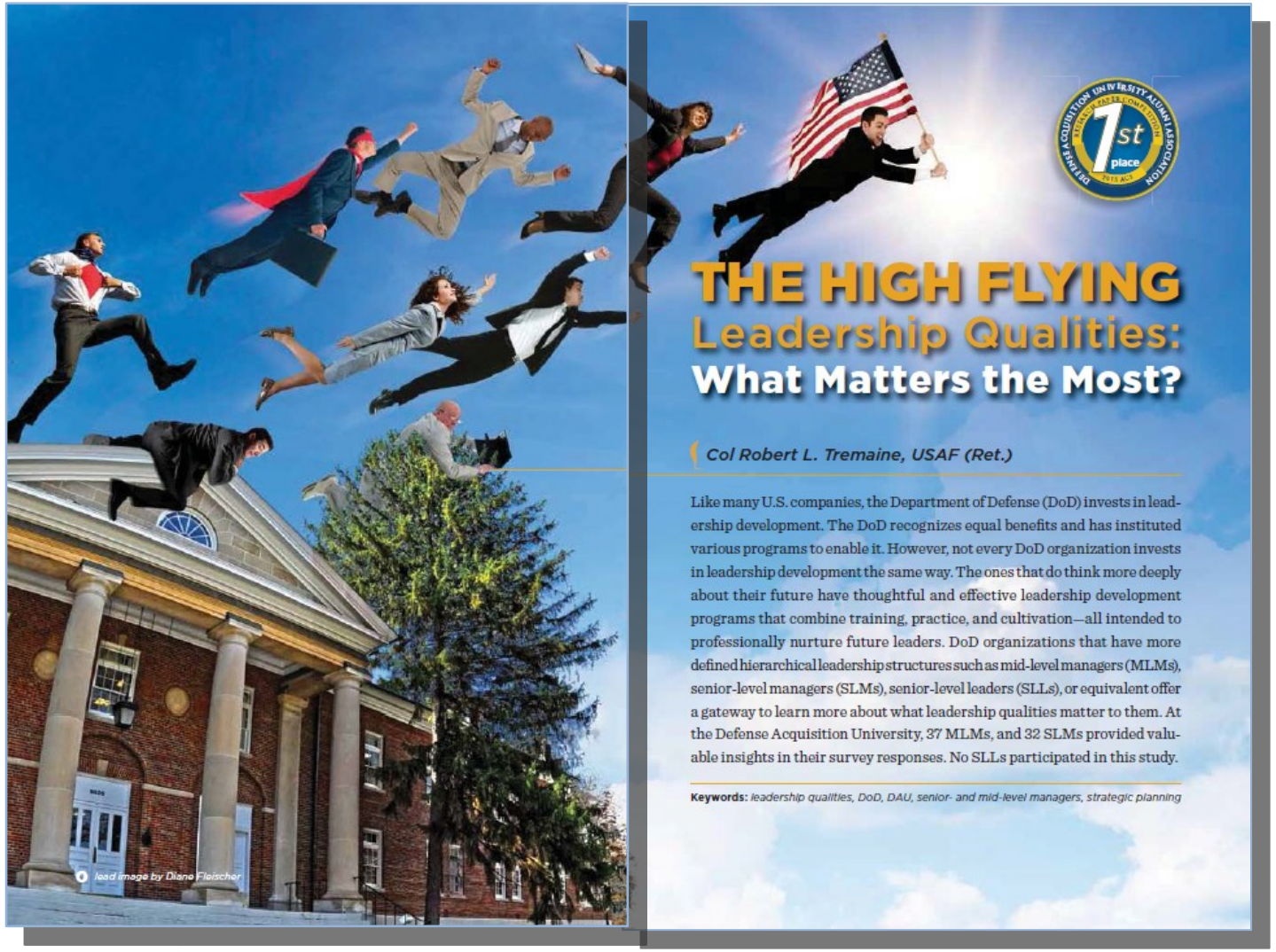
By Rob Tremaine

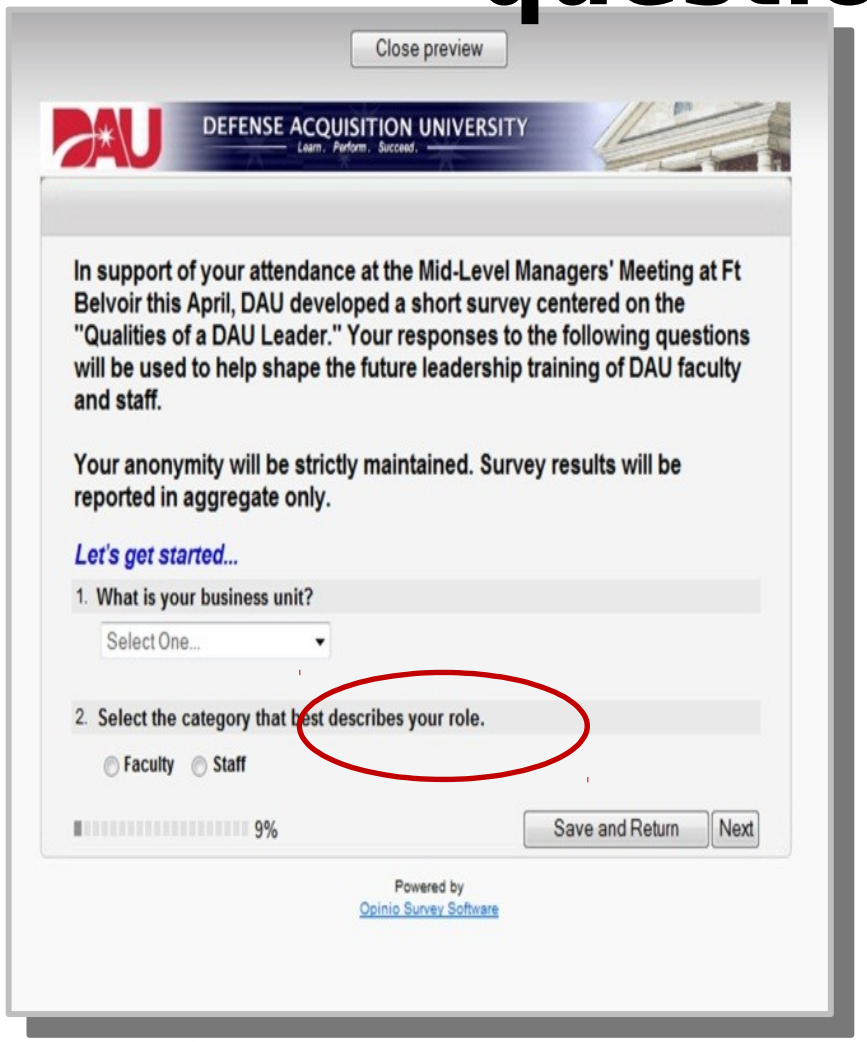
Research Objective: Identify the Leadership Qualities that Matter the Most?


lead image by Diane Fleischer
1st place
THE HIGH FLYING
Leadership Qualities:
What Matters the Most?
Col Robert L. Tremaine, USAF (Ret.)
Like many U.S. companies, the Department of Defense (DoD) invests in leadership development. The DoD recognizes equal benefits and has instituted various programs to enable it. However, not every DoD organization invests in leadership development the same way. The ones that do think more deeply about their future have thoughtful and effective leadership development programs that combine training, practice, and cultivation—all intended to professionally nurture future leaders. DoD organizations that have more defined hierarchical leadership structures such as mid-level managers (MLMs), senior-level managers (SLMs), senior-level leaders (SLLs), or equivalent offer a gateway to learn more about what leadership qualities matter to them. At the Defense Acquisition University, 37 MLMs, and 32 SLMs provided valuable insights in their survey responses. No SLLs participated in this study.
Keywords: leadership qualities, DoD, DAU, senior- and mid-level managers, strategic planning

Background

- DoD invests in leadership development and has instituted various programs to enable it.
- Not every DoD organization invests in leadership development. The ones that do, think more deeply about their future and have thoughtful and effective leadership development programs that combine training, practice, and cultivation—all intended to professionally nurture future leaders.
- DoD organizations that have more defined hierarchical leadership structures such as mid-level managers (MLMs), senior-level managers (SLMs), senior-level leaders (SLLs), or equivalent can offer a

Used Survey Instrument: 13 questions


Close preview
DEFENSE ACQUISITION UNIVERSITY
Learn. Perform. Succeed.
In support of your attendance at the Mid-Level Managers' Meeting at Ft Belvoir this April, DAU developed a short survey centered on the "Qualities of a DAU Leader." Your responses to the following questions will be used to help shape the future leadership training of DAU faculty and staff.
Your anonymity will be strictly maintained. Survey results will be reported in aggregate only.
Let's get started...
1. What is your business unit?
Select One...
2. Select the category that best describes your role.
Faculty
Staff
9%
Save and Return
Next
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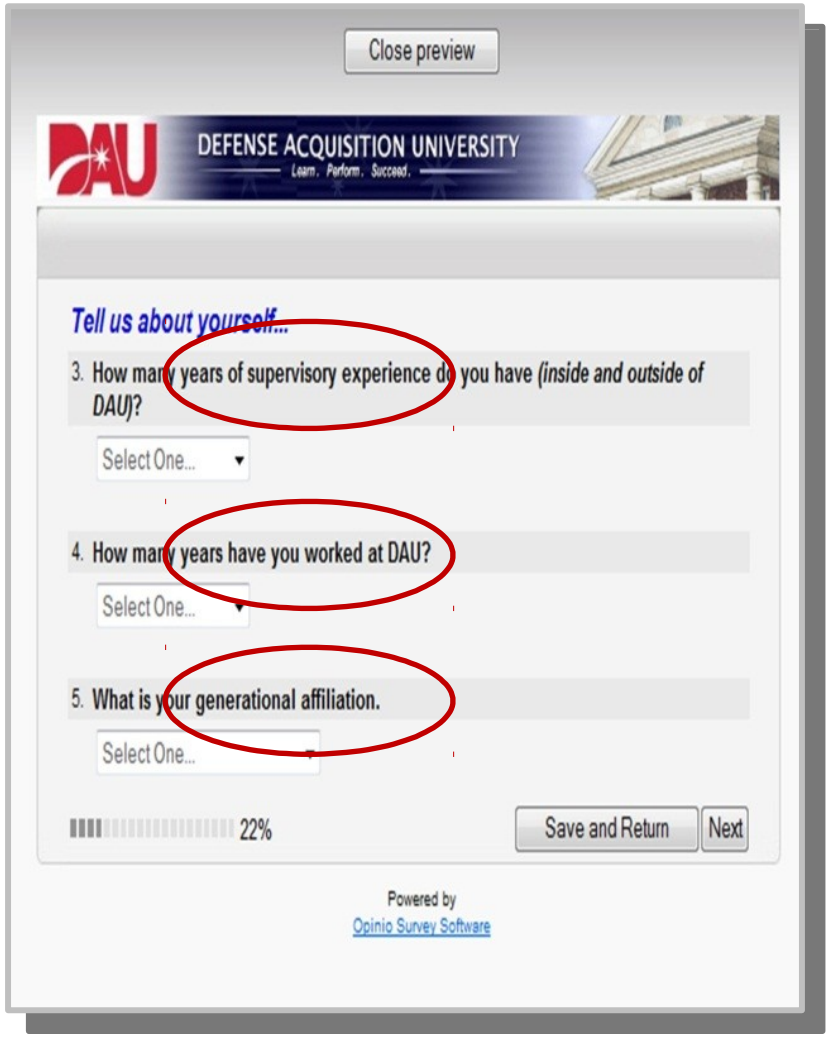
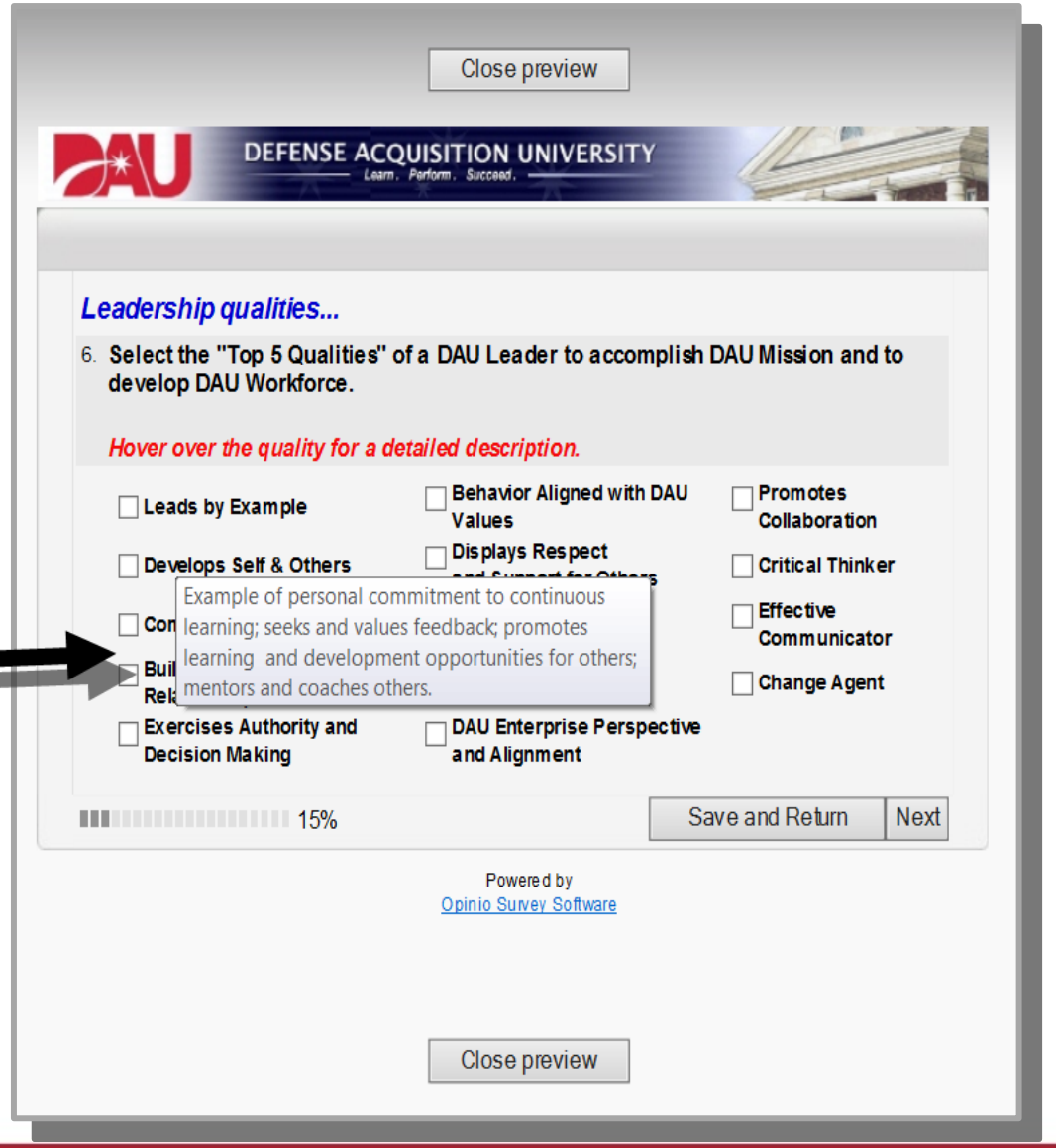
Survey Responses

- 32 Senior-Level Managers (SLMs)
- 37 Mid-Level Managers (MLMs)



Select the “Top 5 Qualities” of a DAU leader…

Hover text provided a description of each of the 14 qualities


Close preview
DEFENSE ACQUISITION UNIVERSITY
Learn. Perform. Succeed.
Leadership qualities...
6. Select the "Top 5 Qualities" of a DAU Leader to accomplish DAU Mission and to develop DAU Workforce.
Hover over the quality for a detailed description.
Leads by Example
Behavior Aligned with DAU Values
Promotes Collaboration
Develops Self & Others
Displays Respect
Critical Thinker
Example of personal commitment to continuous learning; seeks and values feedback; promotes learning and development opportunities for others; mentors and coaches others.
Effective Communicator
Change Agent
Exercises Authority and Decision Making
DAU Enterprise Perspective and Alignment
15%
Save and Return
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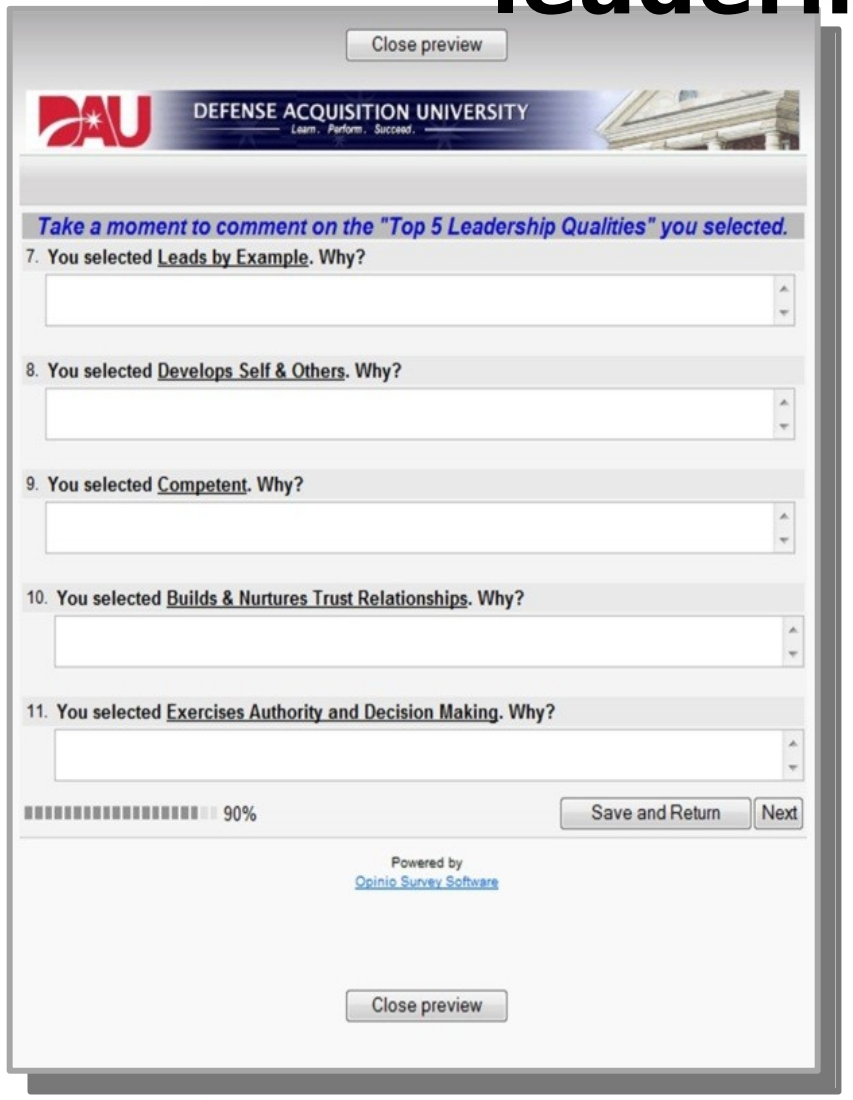
Indicate the “Top 5 Qualities” of a DAU leader…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DEFENSE ACQUISITION UNIVERSITY
Learn. Perform. Succeed.
Take a moment to comment on the "Top 5 Leadership Qualities" you selected.
7. You selected Leads by Example. Why?
8. You selected Develops Self & Others. Why?
9. You selected Competent. Why?
10. You selected Builds & Nurtures Trust Relationships. Why?
11. You selected Exercises Authority and Decision Making. Why?
90%
Save and Return
Next
Powered by
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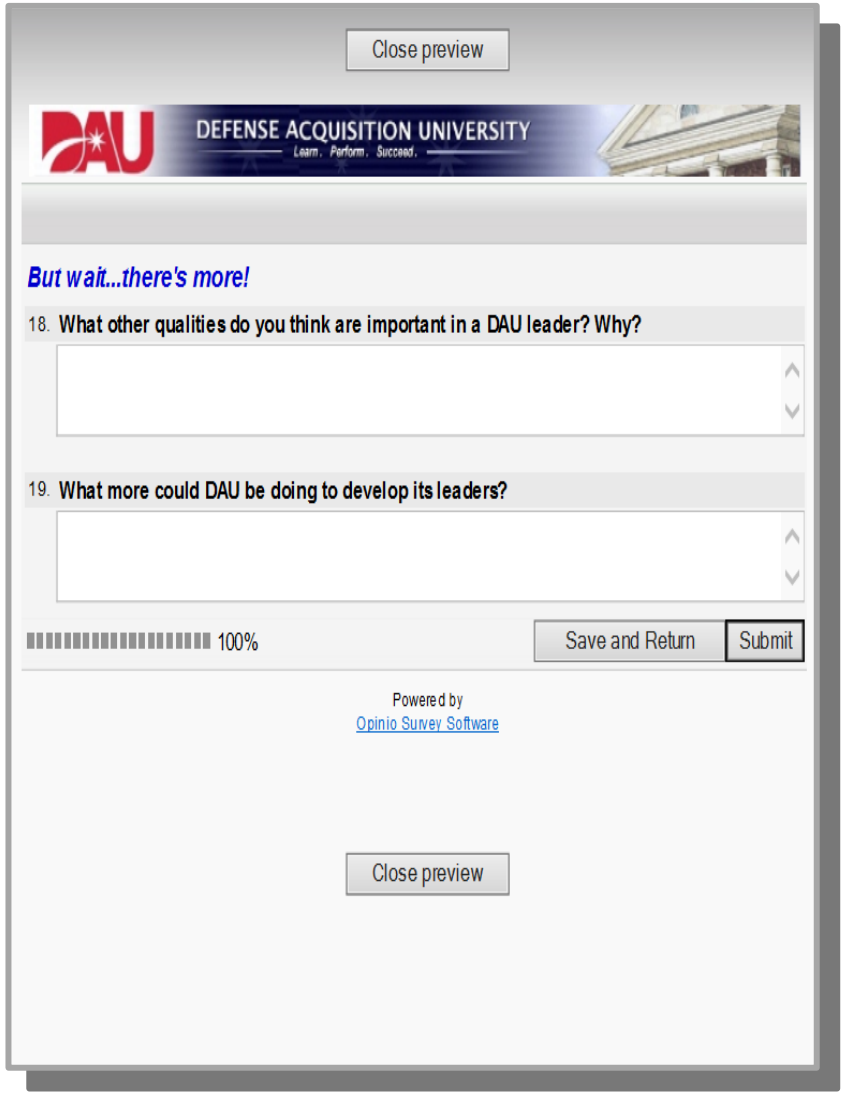
Close preview

Based on the respondents’ top 5 selections, the survey branched to subsequent questions and asked “Why?”

Additional Open Ended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DEFENSE ACQUISITION UNIVERSITY
Learn. Perform. Succeed.
But wait...there's more!
18. What other qualities do you think are important in a DAU leader? Why?
19. What more could DAU be doing to develop its leaders?
100%
Save and Return
Submit
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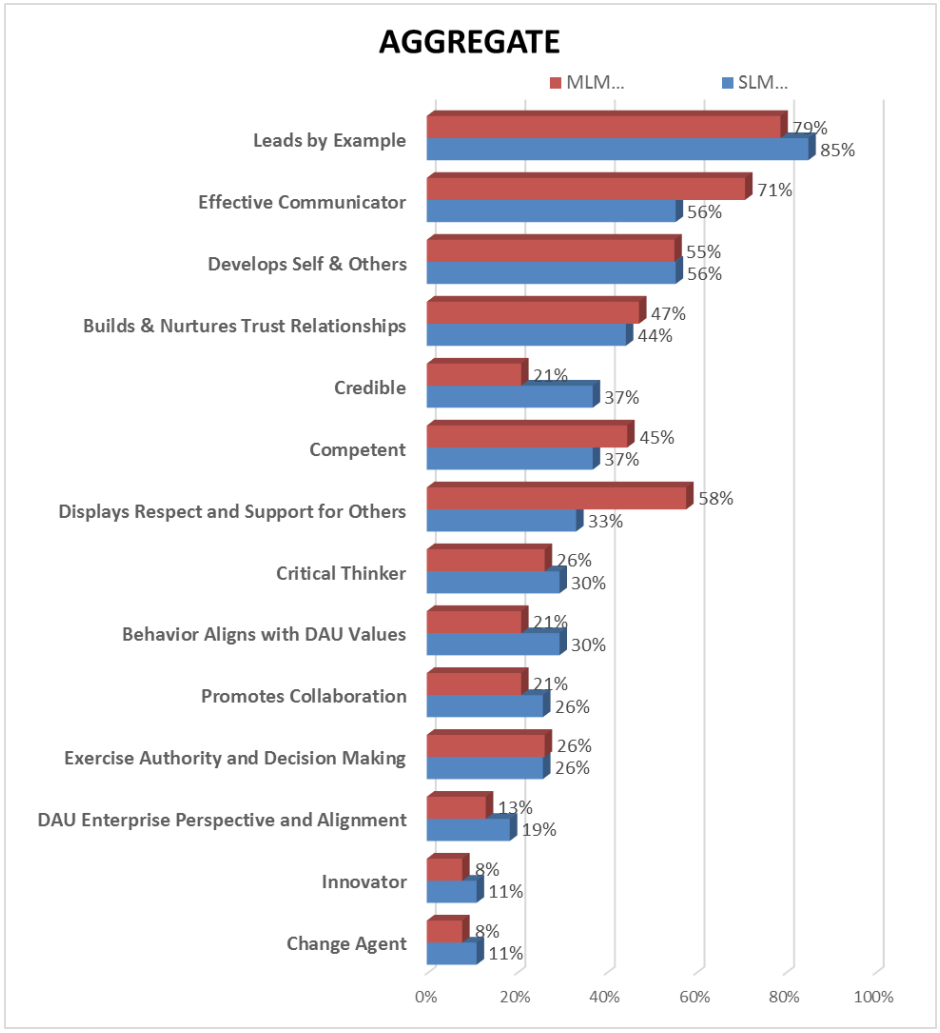
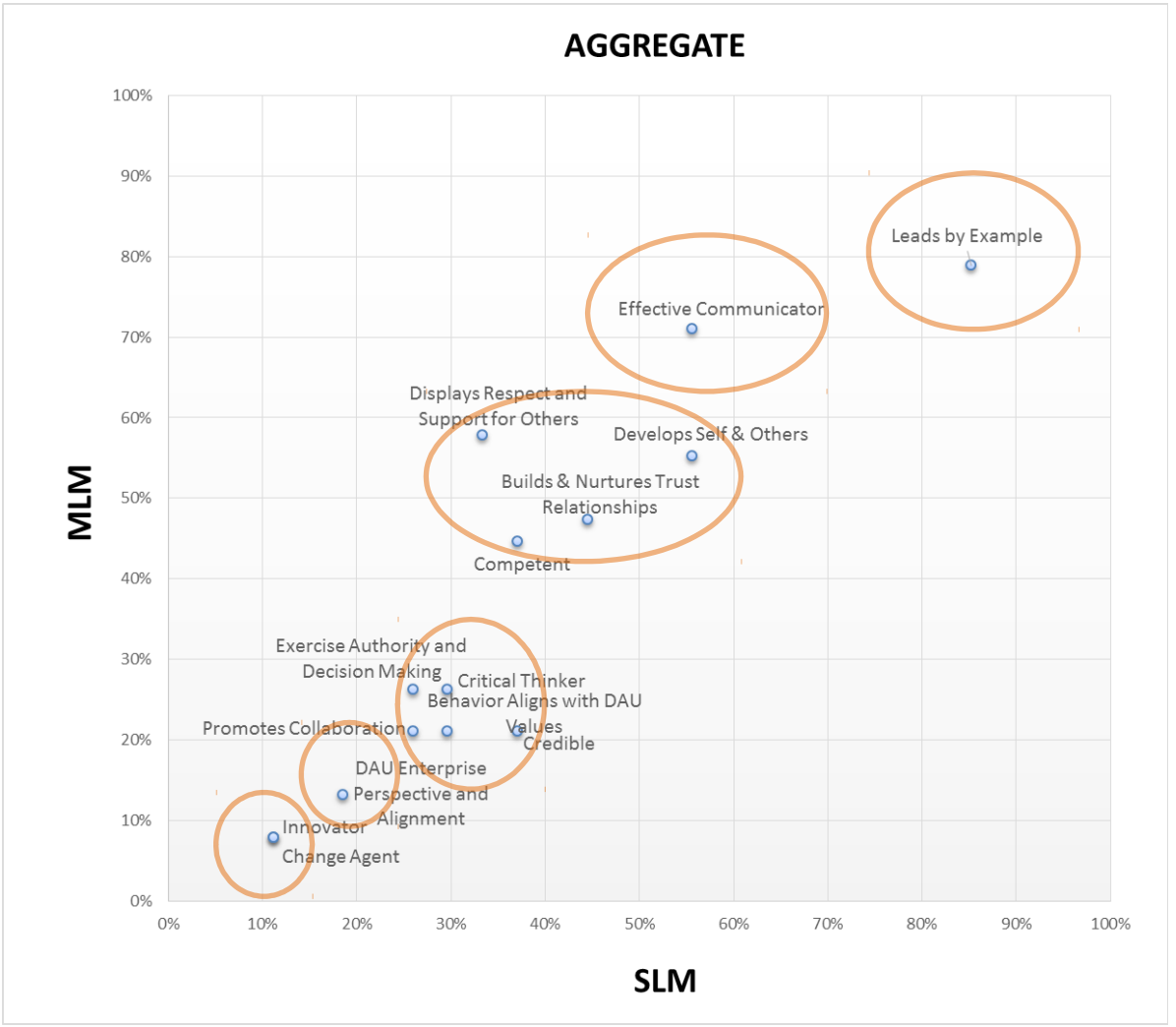
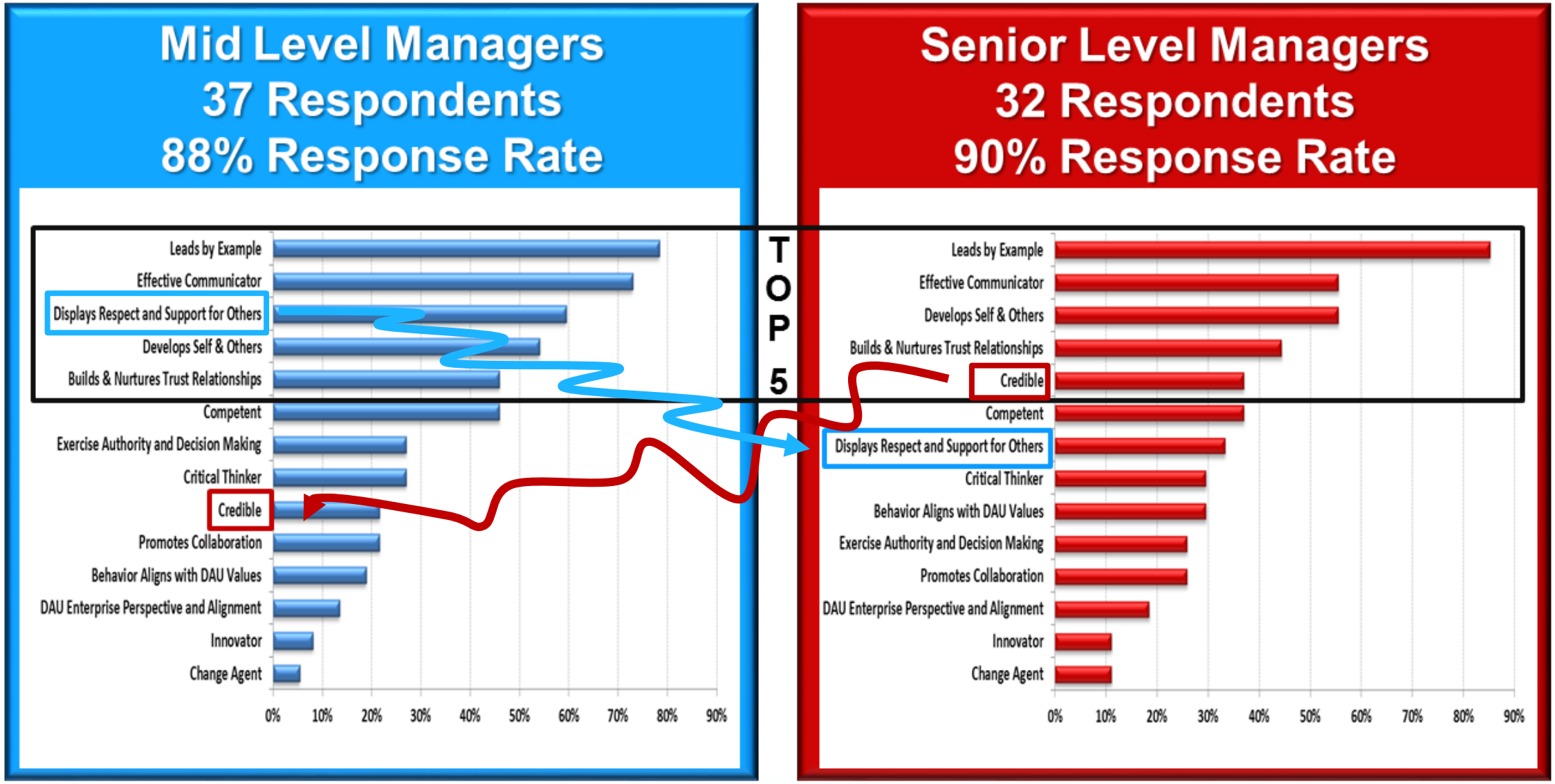
Close preview

Various Data Views

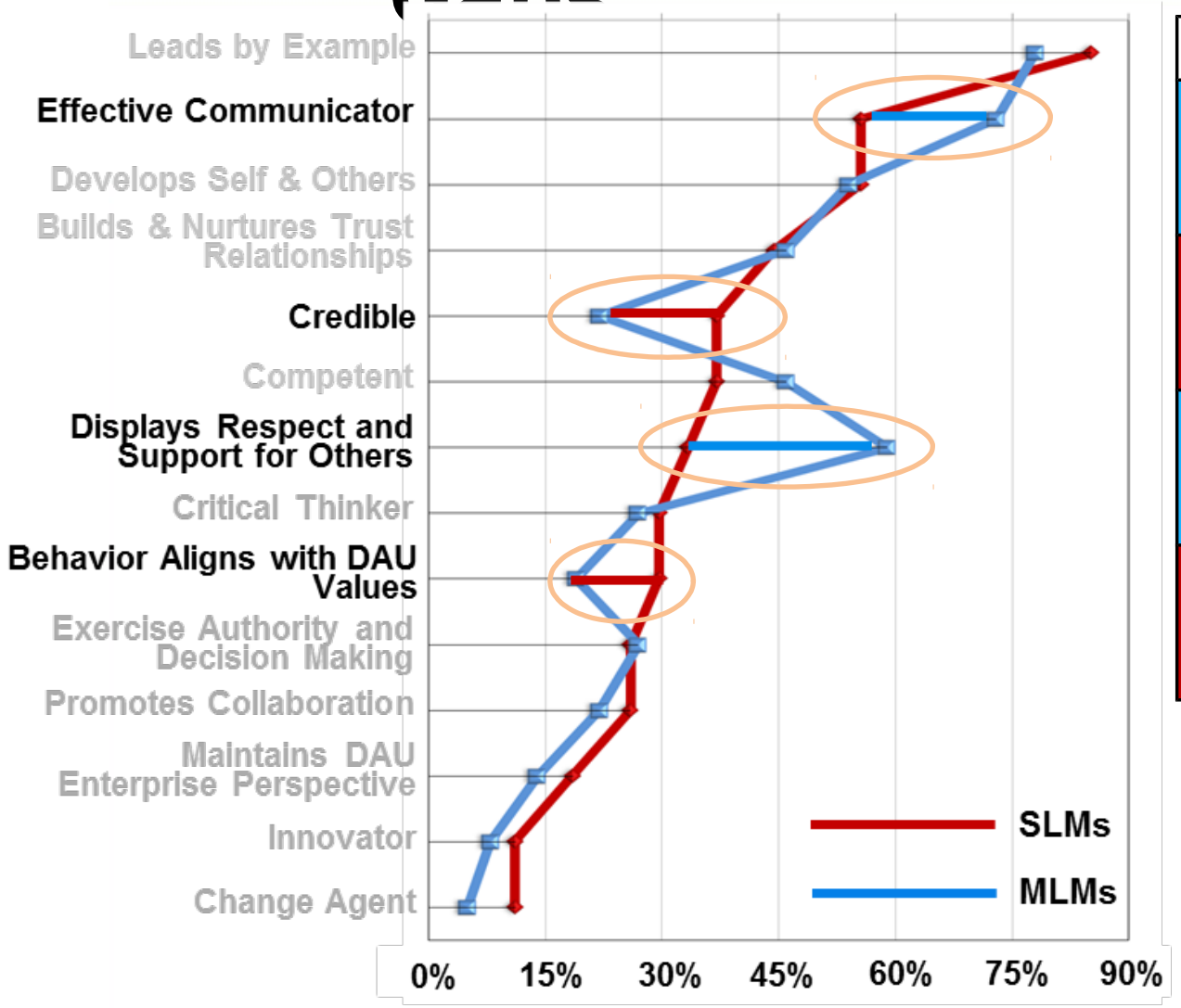




Contrasting SLM and MLM Responses



Contrasting SLM and MLM Response Gaps



QUALITIES	GAPs
Effective Communicator	17% higher for MLMs
Credible	15% higher for SLMs
Displays Respect & Support for Others	26% higher for MLMs
Behavior Aligns with DAU V	11% higher for

Responses to 14 Leadership Qualities Based on "Aggregate"

n= 69 Responses

DAU LEADERSHIP QUALITIES	AGGREGATE			BY ROLE					BY GENERATION				BY SUPERVISORY EXP				BY YEARS AT DAU				$\bar{\bar{x}}$	STANDARD DEVIATION (σ)			$\bar{\bar{x}} \pm 1\sigma$	
	SLM AGG	MLM AGG	SLM Fac +AD	SLM AD	SLM Faculty	MLM Faculty	SLM Staff	MLM Staff	SLM Boomr	MLM Boomr	SLM Gen X	MLM Gen X	SLM 15 +	MLM 15 +	SLM <15	MLM <15	SLM 3-10	MLM 3-10	SLM >10	MLM >10	AVG of avgs	ALL	SLM	MLM	$\bar{\bar{x}}$+1σ	$\bar{\bar{x}}$-1σ
Leads by Example	85%	79%	88%	75%	100%	82%	90%	60%	87%	77%	75%	88%	86%	80%	83%	78%	77%	79%	93%	78%	82%	9%	8%	7%	90%	73%
Develops Self & Others	56%	55%	53%	67%	40%	55%	50%	60%	61%	57%	25%	50%	67%	60%	17%	50%	46%	50%	64%	67%	52%	14%	17%	6%	66%	38%
Effective Communicator	56%	71%	53%	67%	40%	70%	50%	80%	57%	67%	50%	88%	57%	65%	50%	78%	62%	71%	50%	67%	63%	13%	7%	7%	75%	50%
Builds & Nurtures Trust Relationships	44%	47%	39%	58%	20%	42%	40%	80%	52%	43%	0%	63%	52%	35%	17%	61%	31%	42%	57%	44%	43%	19%	20%	14%	63%	24%
Competent	37%	45%	43%	25%	60%	42%	40%	60%	30%	47%	75%	38%	33%	40%	50%	50%	46%	54%	29%	33%	44%	13%	16%	8%	57%	31%
Credible	37%	21%	29%	58%	0%	24%	30%	0%	39%	27%	25%	0%	43%	25%	17%	17%	31%	29%	43%	0%	24%	17%	16%	12%	41%	7%
Displays Respect & Support for Others	33%	58%	28%	17%	40%	61%	50%	40%	26%	60%	75%	50%	24%	55%	67%	61%	46%	54%	21%	78%	48%	18%	19%	10%	67%	30%
Behavior Aligns with DAU Values	30%	21%	38%	17%	60%	21%	30%	20%	35%	17%	0%	38%	33%	15%	17%	28%	23%	25%	36%	22%	26%	13%	16%	7%	39%	13%
Critical Thinker	30%	26%	31%	42%	20%	30%	20%	0%	26%	27%	50%	25%	29%	35%	33%	17%	38%	25%	21%	22%	27%	11%	10%	10%	38%	16%
Exercises Authority & Decision Making	26%	26%	28%	17%	40%	27%	30%	20%	17%	30%	75%	13%	14%	35%	67%	17%	31%	21%	21%	44%	31%	18%	21%	10%	48%	13%
Promotes Collaboration	26%	21%	24%	8%	40%	21%	40%	20%	26%	20%	25%	25%	24%	20%	33%	22%	31%	25%	21%	11%	24%	8%	9%	4%	33%	16%
Maintains DAU Enterprise Perspective	19%	13%	28%	17%	40%	9%	10%	40%	22%	13%	0%	13%	19%	15%	17%	11%	23%	13%	14%	11%	17%	10%	10%	9%	27%	7%
Change Agent	11%	8%	4%	8%	0%	9%	20%	0%	9%	10%	25%	0%	5%	10%	33%	6%	8%	4%	14%	22%	11%	9%	10%	7%	20%	1%
Innovator	11%	8%	13%	25%	0%	6%	0%	20%	13%	7%	0%	13%	14%	10%	0%	6%	8%	8%	14%	0%	8%	7%	8%	5%	16%	1%

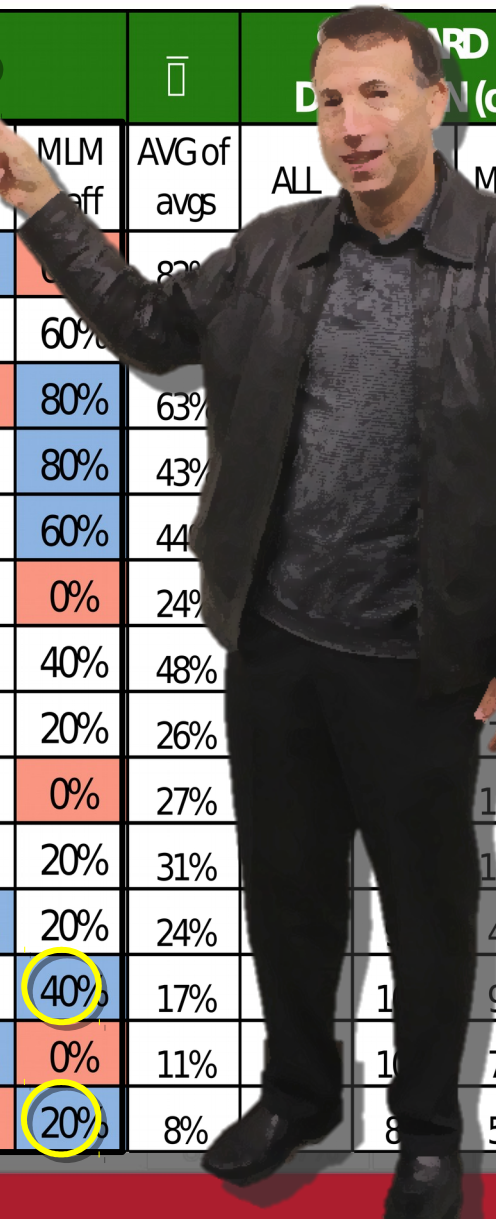
Responses to 14 Leadership Qualities Based on “Aggregate”

- **Leads by Example** and **Effective Communication** rose as the top two choices. Research underscores similar findings. Both characteristics seem to embody the importance of the expected qualities found “in” and “of” leaders; they also tend to be inextricably linked in practice.
- **Effective Communication**: “A leader must be able to communicate vision/purpose to the organization for it to understand goals and why they are important to the mission … Basis for leadership … Can't lead if you can't communicate … It's not WHAT you say, but HOW you say it … Effective leaders must be able to share knowledge and ideas as well as transmit urgency and enthusiasm to others.”
- **Displays Respect for Others** (Critical for a Leader): “Treat others the way you would expect to be treated … A leader needs to respect not only the people that work for them, but also everyone in the enterprise; otherwise, trust breaks down … A successful organization demonstrates respect for all levels of the organization. …Without respect, others will not listen or follow. An effective leader must be willing to consider other’s opinions and be open to feedback, even if it’s not favorable.”
- **Credible**: “Basis of credibility … A subordinate should only have to look one place for the standard that needs to be met—the supervisor”… Do as I do works much better than do as I say. …Time honored leadership quality… It’s one of the key things I look for in my leaders … You get from others what you model for them … You must be an expert in your chosen

Responses to 14 Leadership Qualities Based on "Role"

n= 69 Responses

DAU LEADERSHIP QUALITIES	AGGREGATE		BY ROLE					$\bar{x}$	STANDARD DEVIATION (σ)		$\bar{x} \pm 1\sigma$	
	SLM AGG	MLM AGG	SLM AD	SLM Faculty	MLM Faculty	SLM Staff	MLM Staff	AVG of avgs	ALL	MLM	$\bar{x}$+1σ	$\bar{x}$-1σ
Leads by Example	85%	79%	75%	100%	82%	90%					90%	73%
Develops Self & Others	56%	55%	67%	40%	55%	50%	60%				66%	38%
Effective Communicator	56%	71%	67%	40%	70%	50%	80%	63%			75%	50%
Builds & Nurtures Trust Relationships	44%	47%	58%	20%	42%	40%	80%	43%			53%	24%
Competent	37%	45%	25%	60%	42%	40%	60%	44			57%	31%
Credible	37%	21%	58%	0%	24%	30%	0%	24%			41%	7%
Displays Respect & Support for Others	33%	58%	17%	40%	61%	50%	40%	48%			67%	30%
Behavior Aligns with DAU Values	30%	21%	17%	60%	21%	30%	20%	26%			39%	13%
Critical Thinker	30%	26%	42%	20%	30%	20%	0%	27%		10%	38%	16%
Exercises Authority & Decision Making	26%	26%	17%	40%	27%	30%	20%	31%		10%	48%	13%
Promotes Collaboration	26%	21%	8%	40%	21%	40%	20%	24%		4%	33%	16%
Maintains DAU Enterprise Perspective	19%	13%	17%	40%	9%	10%	40%	17%	1	9%	27%	7%
Change Agent	11%	8%	8%	0%	9%	20%	0%	11%	1	7%	20%	1%
Innovator	11%	8%	25%	0%	6%	0%	20%	8%	8	5%	16%	1%



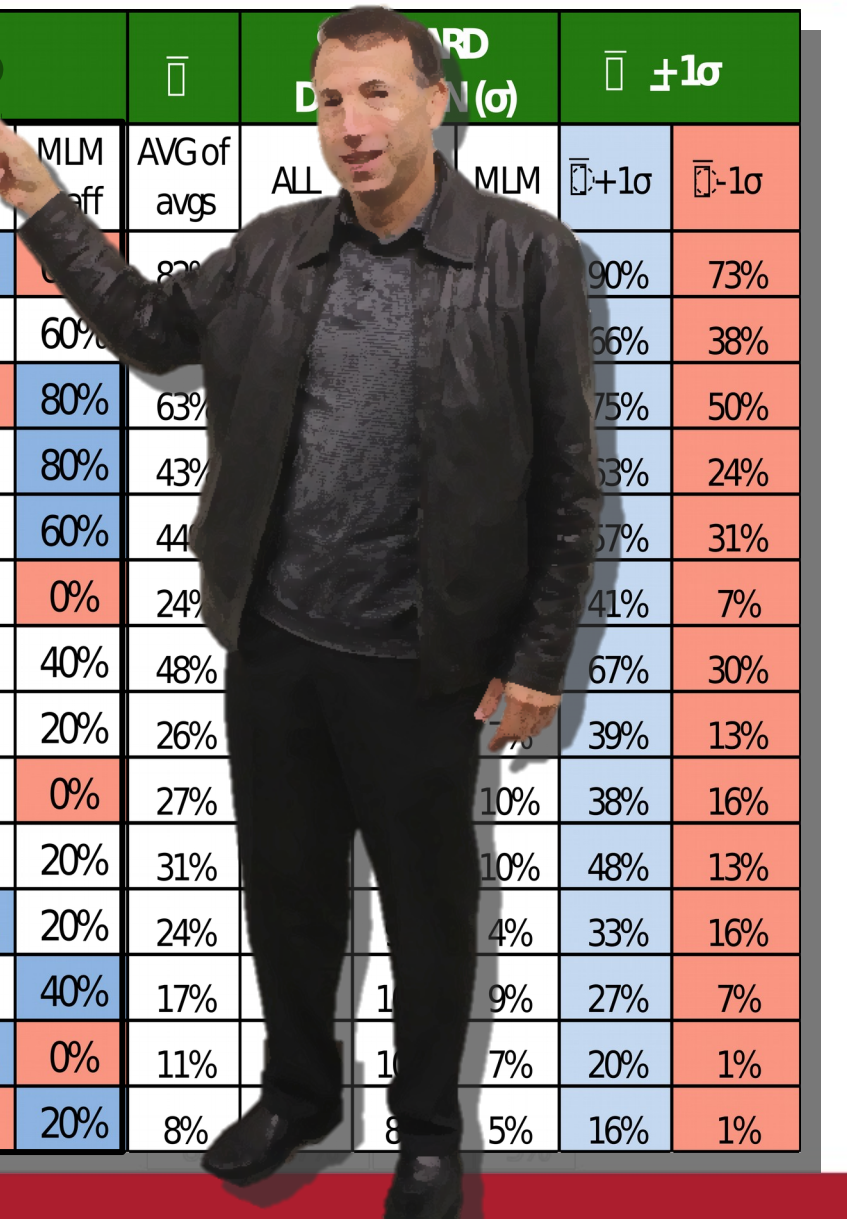
Responses to 14 Leadership Qualities Based on "Role"

n= 69 Responses

DAU LEADERSHIP QUALITIES	AGGREGATE		BY ROLE					$\bar{x}$	STANDARD DEVIATION (σ)		$\bar{x} \pm 1\sigma$	
	SLM AGG	MLM AGG	SLM AD	SLM Faculty	MLM Faculty	SLM Staff	MLM Staff	AVG of avgs	ALL	MLM	$\bar{x}$+1σ	$\bar{x}$-1σ
				100%	82%	90%					90%	73%
				40%	55%	50%	60%				66%	38%
				40%	70%	50%	80%	63%			75%	50%
				20%	42%	40%	80%	43%			53%	24%
				60%	42%	40%	60%	44%			57%	31%
				0%	24%	30%	0%	24%			41%	7%
				40%	61%	50%	40%	48%			67%	30%
				60%	21%	30%	20%	26%			39%	13%
Critical Thinker	30%	26%	42%	20%	30%	20%	0%	27%		10%	38%	16%
Exercises Authority & Decision Making	26%	26%	17%	40%	27%	30%	20%	31%		10%	48%	13%
Promotes Collaboration	26%	21%	8%	40%	21%	40%	20%	24%		4%	33%	16%
Maintains DAU Enterprise Perspective	19%	13%	17%	40%	9%	10%	40%	17%		9%	27%	7%
Change Agent	11%	8%	8%	0%	9%	20%	0%	11%		7%	20%	1%
Innovator	11%	8%	25%	0%	6%	0%	20%	8%		5%	16%	1%

SLM Faculty

- **Behavior Aligns with DAU Values: "**Must go hand in hand with performance; we need to revisit DAU values and clearly articulate them… the leader must be consistent with the university's values or [their] credibility and effectiveness are diminished.



Responses to 14 Leadership Qualities Based on "Role"

n= 69 Responses

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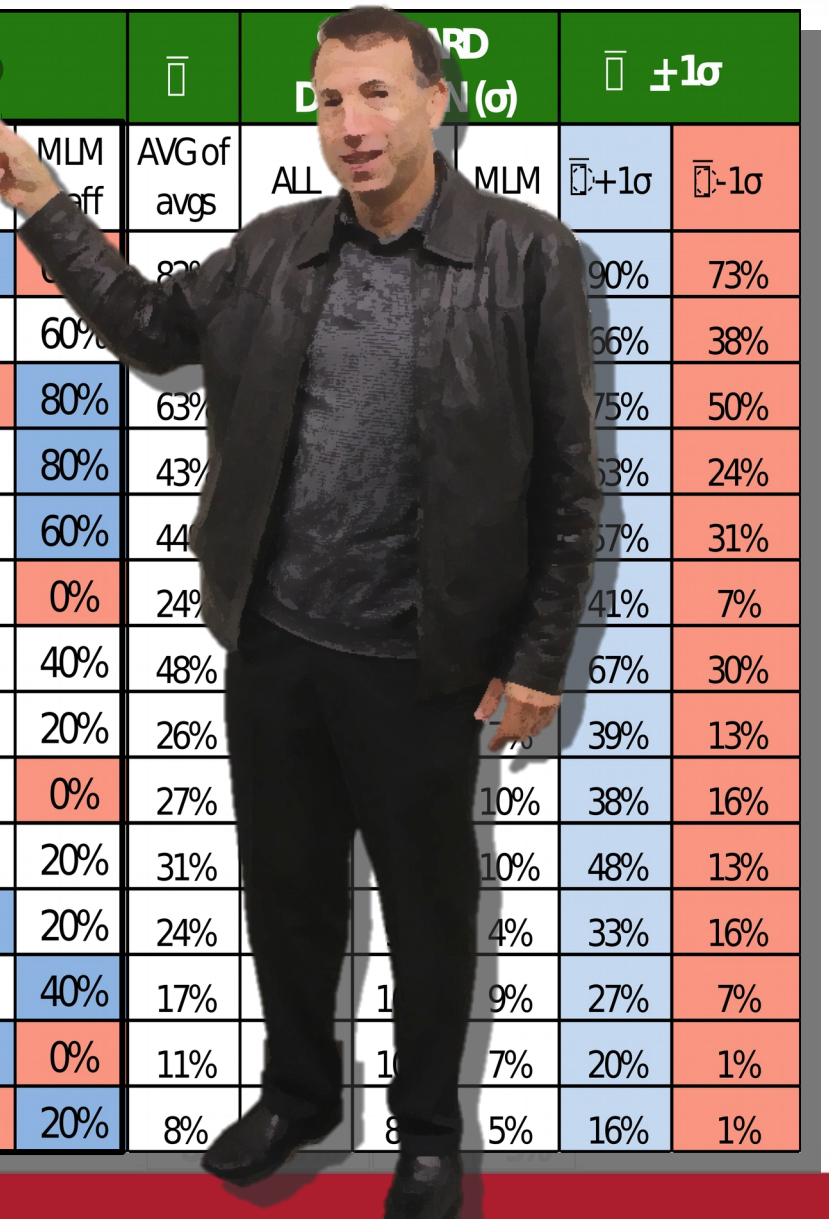
Leads by Example	85%	79%	75%	100%	82%	90%					90%	73%
Develops Self & Others	56%	55%	67%	40%	55%	50%	60%				66%	38%
Effective Communicator	56%	71%	67%	40%	70%	50%	80%	63%			75%	50%
				20%	42%	40%	80%	43%			63%	24%
				60%	42%	40%	60%	44%			57%	31%
				0%	24%	30%	0%	24%			41%	7%
				40%	61%	50%	40%	48%			67%	30%
				60%	21%	30%	20%	26%			39%	13%
				20%	30%	20%	0%	27%		10%	38%	16%
				40%	27%	30%	20%	31%		10%	48%	13%
Promotes Collaboration	26%	21%	8%	40%	21%	40%	20%	24%		4%	33%	16%
Maintains DAU Enterprise Perspective	19%	13%	17%	40%	9%	10%	40%	17%		9%	27%	7%
Change Agent	11%	8%	8%	0%	9%	20%	0%	11%		7%	20%	1%
Innovator	11%	8%	25%	0%	6%	0%	20%	8%		5%	16%	1%

SLM Faculty

- **Collaboration**: "Very important…no one leader can accomplish their mission alone…By collaborating, it will enable the leader to leverage funding, research, best practices and resources…A part of daily business."



Responses to 14 Leadership Qualities Based on "Role"

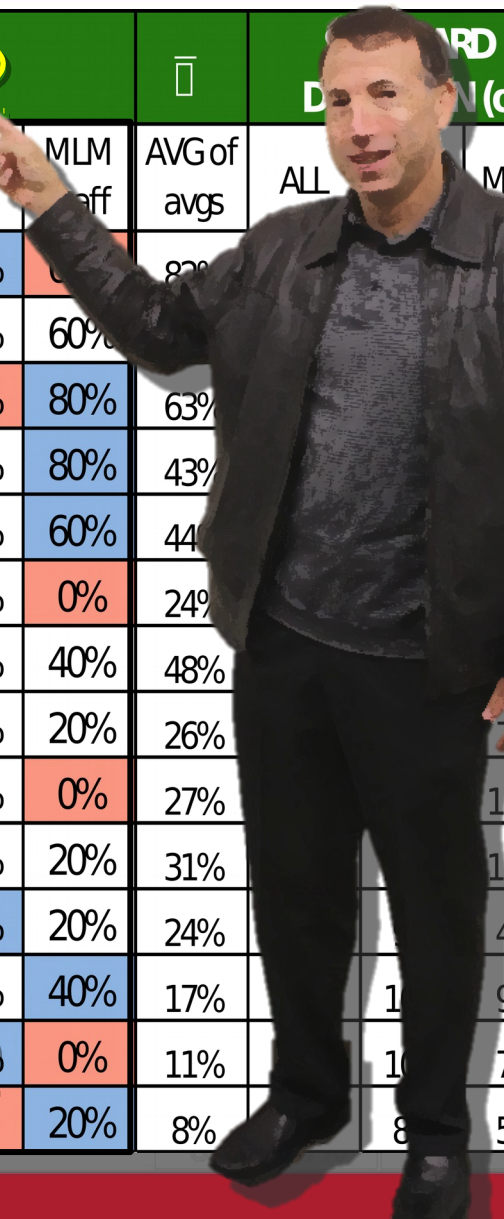
n= 69 Responses

DAU LEADERSHIP QUALITIES	AGGREGATE		BY ROLE							
	SLM AGG	MLM AGG	SLM AD	SLM Faculty	MLM Faculty	SLM Staff	MLM Staff	AVG of avgs	ALL	MLM
Leads by Example	85%	79%	75%	100%	82%	90%				
Develops Self & Others	56%	55%	67%	40%	55%	50%	60%			
Effective Communicator	56%	71%	67%	40%	70%	50%	80%	63%		
Builds & Nurtures Trust Relationships	44%	47%	58%	20%	42%	40%	80%	43%		
Competent	37%	45%	25%	60%	42%	40%	60%	44		
						30%	0%	24%		
						50%	40%	48%		
						30%	20%	26%		
						20%	0%	27%		10%
						30%	20%	31%		10%
						40%	20%	24%		4%
						10%	40%	17%		9%
						20%	0%	11%		7%
Innovator	11%	8%	25%	0%	6%	0%	20%	8%		5%

	± 1σ	
	+1σ	-1σ
	90%	73%
	66%	38%
	75%	50%
	53%	24%
	57%	31%
	41%	7%
	67%	30%
	39%	13%
	38%	16%
	48%	13%
	33%	16%
	27%	7%
	20%	1%
	16%	1%

SLM staff

- **Change Agent**: "Change is the constant …. Need Change Agent to overcome natural resistance to change … DAU can't continue to do things the way they have always been done …. Our leadership needs to be able to recognize positive change and be willing to accomplish that change."



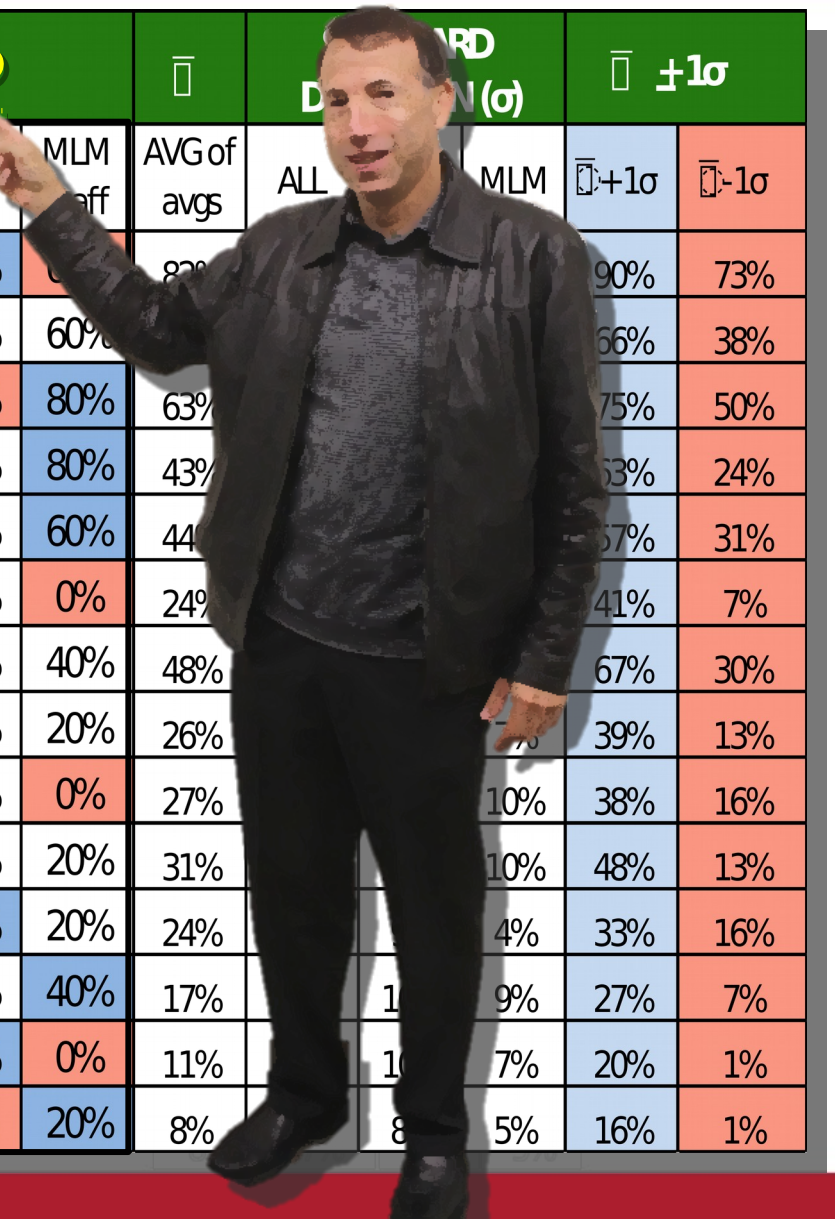
dership Role"

n= 69 Responses

MLM Faculty

- **Credible**: "Can't lead without it … Captures a number of the other qualities that matter and would be foolish to leave it out … implies knowledgeable and proactive … Similar to Competent—means we bring experience to the situation … When subordinates come to believe that a senior is not credible or sufficiently informed, not honest, forthright, or responsive, they'll likely no longer be listening by the time the leader finally recognizes his/her isolation."

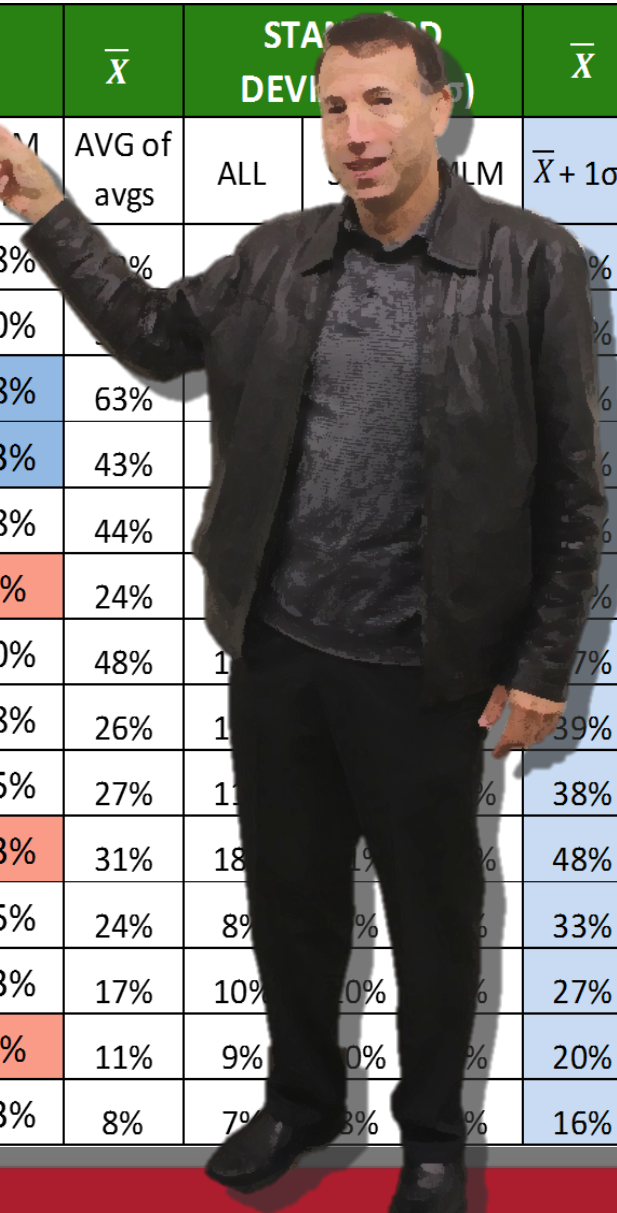
	BY ROLE											
					MLM Faculty	SLM Staff	MLM Staff	AVG of avgs	ALL	MLM	+1σ	-1σ
					82%	90%					90%	73%
					55%	50%	60%				66%	38%
					70%	50%	80%	63%			75%	50%
					42%	40%	80%	43%			63%	24%
					42%	40%	60%	44%			57%	31%
					24%	30%	0%	24%			41%	7%
Displays Respect & Support for Others	33%	58%	17%	40%	61%	50%	40%	48%			67%	30%
Behavior Aligns with DAU Values	30%	21%	17%	60%	21%	30%	20%	26%			39%	13%
Critical Thinker	30%	26%	42%	20%	30%	20%	0%	27%		10%	38%	16%
Exercises Authority & Decision Making	26%	26%	17%	40%	27%	30%	20%	31%		10%	48%	13%
Promotes Collaboration	26%	21%	8%	40%	21%	40%	20%	24%		4%	33%	16%
Maintains DAU Enterprise Perspective	19%	13%	17%	40%	9%	10%	40%	17%		9%	27%	7%
Change Agent	11%	8%	8%	0%	9%	20%	0%	11%		7%	20%	1%
Innovator	11%	8%	25%	0%	6%	0%	20%	8%		5%	16%	1%



Responses to 14 Leadership Qualities Based on "Generation" Affiliation

n= 69 Responses

DAU LEADERSHIP QUALITIES	AGGREGATE		BY GENERATION				$\overline{X}$	STA… DEVI…		$\overline{X}$ ± 1σ	
	SLM AGG	MLM AGG	SLM Boomr	MLM Boomr	SLM Gen X	M… Ge…	AVG of avgs	ALL	…LM	$\overline{X}$ + 1σ	$\overline{X}$ -1σ
Leads by Example	85%	79%	87%	77%	75%	88%	…%			…%	73%
Develops Self & Others	56%	55%	61%	57%	25%	50%				…%	38%
Effective Communicator	56%	71%	57%	67%	50%	88%	63%			…%	50%
Builds & Nurtures Trust Relationships	44%	47%	52%	43%	0%	63%	43%			…%	24%
Competent	37%	45%	30%	47%	75%	38%	44%			…%	31%
Credible	37%	21%	39%	27%	25%	0%	24%			…%	7%
Displays Respect & Support for Others	33%	58%	26%	60%	75%	50%	48%	1…		…7%	30%
Behavior Aligns with DAU Values	30%	21%	35%	17%	0%	38%	26%	1…		…39%	13%
Critical Thinker	30%	26%	26%	27%	50%	25%	27%	1…		…% 38%	16%
Exercises Authority & Decision Making	26%	26%	17%	30%	75%	13%	31%	18…	…%	…% 48%	13%
Promotes Collaboration	26%	21%	26%	20%	25%	25%	24%	8…	…%	…% 33%	16%
Maintains DAU Enterprise Perspective	19%	13%	22%	13%	0%	13%	17%	10…	…0%	…% 27%	7%
Change Agent	11%	8%	9%	10%	25%	0%	11%	9%	…0%	…% 20%	1%
Innovator	11%	8%	13%	7%	0%	13%	8%	7…	…3%	…% 16%	1%

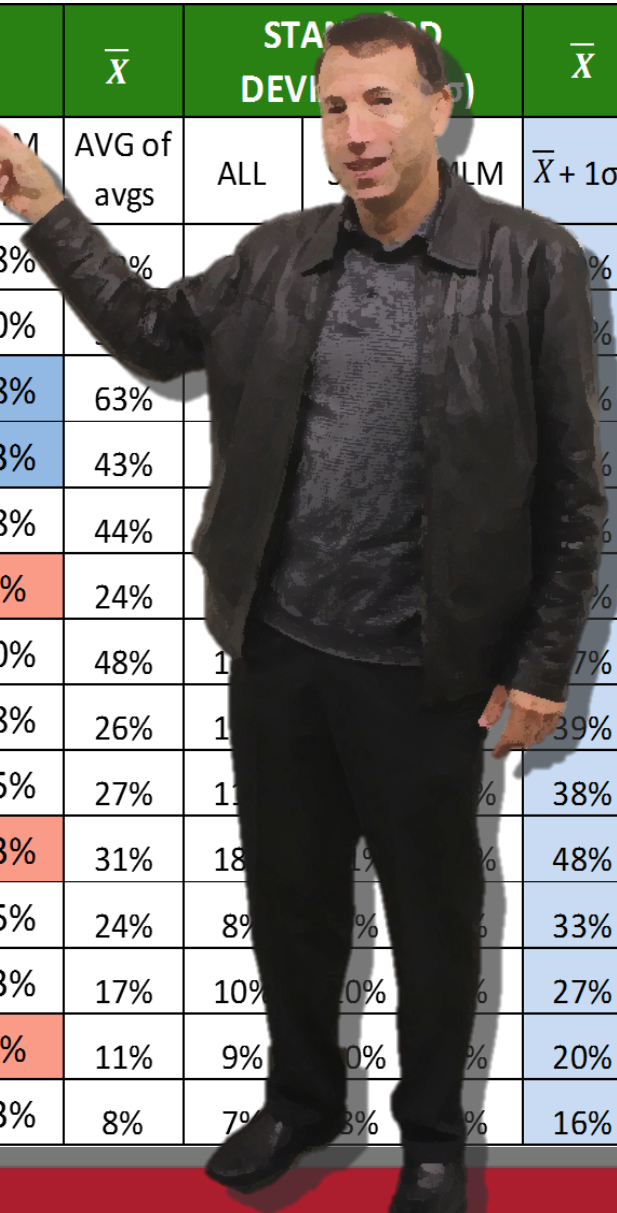


Responses to 14 Leadership Qualities Based on "Generation" Affiliation

n= 69 Responses

Competent: "A leader needs to be competent for several reasons. Subordinates will have respect for a leader that has technical and leadership competence … A competent leader automatically sets high standards for his/her employees because subordinates will naturally follow leadership's example …. A leader should be competent in their role; if not, then that is a weakness to those you wish to lead

					ERATION		$\bar{X}$	STA… DEVI…	$\bar{X}$ ± 1σ	
					SLM Gen X	M… Ge…	AVG of avgs	ALL	…LM	$\bar{X}$ + 1σ	$\bar{X}$ -1σ
					75%	88%	…%			…%	73%
					25%	50%				…%	38%
					50%	88%	63%			…%	50%
					0%	63%	43%			…%	24%
					75%	38%	44%			…%	31%
Credible	37%	21%	39%	27%	25%	0%	24%			…%	7%
Displays Respect & Support for Others	33%	58%	26%	60%	75%	50%	48%	1…		…7%	30%
Behavior Aligns with DAU Values	30%	21%	35%	17%	0%	38%	26%	1…		…39%	13%
Critical Thinker	30%	26%	26%	27%	50%	25%	27%	11…		…%	38%	16%
Exercises Authority & Decision Making	26%	26%	17%	30%	75%	13%	31%	18…	…%	…%	48%	13%
Promotes Collaboration	26%	21%	26%	20%	25%	25%	24%	8…	…%	…%	33%	16%
Maintains DAU Enterprise Perspective	19%	13%	22%	13%	0%	13%	17%	10…	…0%	…%	27%	7%
Change Agent	11%	8%	9%	10%	25%	0%	11%	9%	…0%	…%	20%	1%
Innovator	11%	8%	13%	7%	0%	13%	8%	7…	…3%	…%	16%	1%

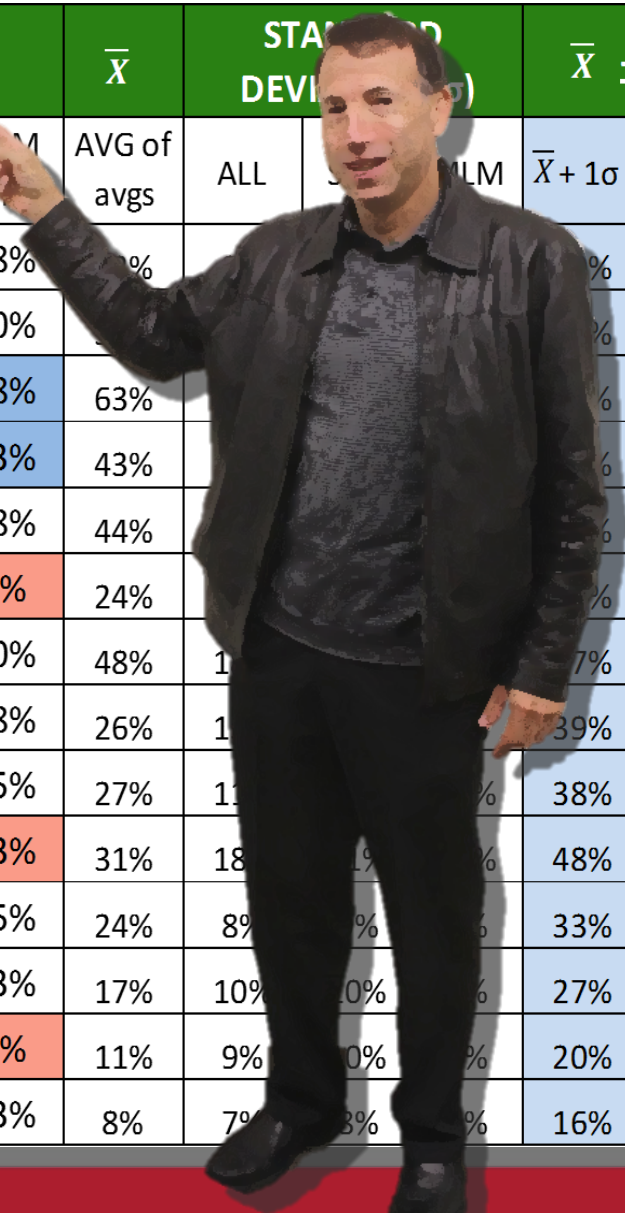


Responses to 14 Leadership Qualities Based on "Generation" Affiliation

n= 69 Responses

DAU LEADERSHIP QUALITIES	AGGREGATE		BY GENERATION				$\overline{X}$	STA… DEVI…		$\overline{X}$ ± 1σ	
	SLM AGG	MLM AGG	SLM Boomr	MLM Boomr	SLM Gen X	M… Ge…	AVG of avgs	ALL	…LM	$\overline{X}$ + 1σ	$\overline{X}$ -1σ
Leads by Example	85%	79%	87%	77%	75%	88%	…%			…%	73%
					25%	50%				…%	38%
					50%	88%	63%			…%	50%
					0%	63%	43%			…%	24%
					75%	38%	44%			…%	31%
					25%	0%	24%			…%	7%
					75%	50%	48%	1…		…7%	30%
					0%	38%	26%	1…		…39%	13%
Critical Thinker	30%	26%	26%	27%	50%	25%	27%	11…		…%	38%	16%
Exercises Authority & Decision Making	26%	26%	17%	30%	75%	13%	31%	18…	…%	…%	48%	13%
Promotes Collaboration	26%	21%	26%	20%	25%	25%	24%	8…	…%	…%	33%	16%
Maintains DAU Enterprise Perspective	19%	13%	22%	13%	0%	13%	17%	10…	…0%	…%	27%	7%
Change Agent	11%	8%	9%	10%	25%	0%	11%	9%	…0%	…%	20%	1%
Innovator	11%	8%	13%	7%	0%	13%	8%	7…	…3%	…%	16%	1%

Critical Thinking: "Critical thinking skills are required for an individual to be successful at nearly all of the qualities identified …. It strengthens individual capabilities and encourages professionalism of others through an intellectually disciplined process by conceptualizing, applying, evaluating, and formulating a reasoning of beliefs."



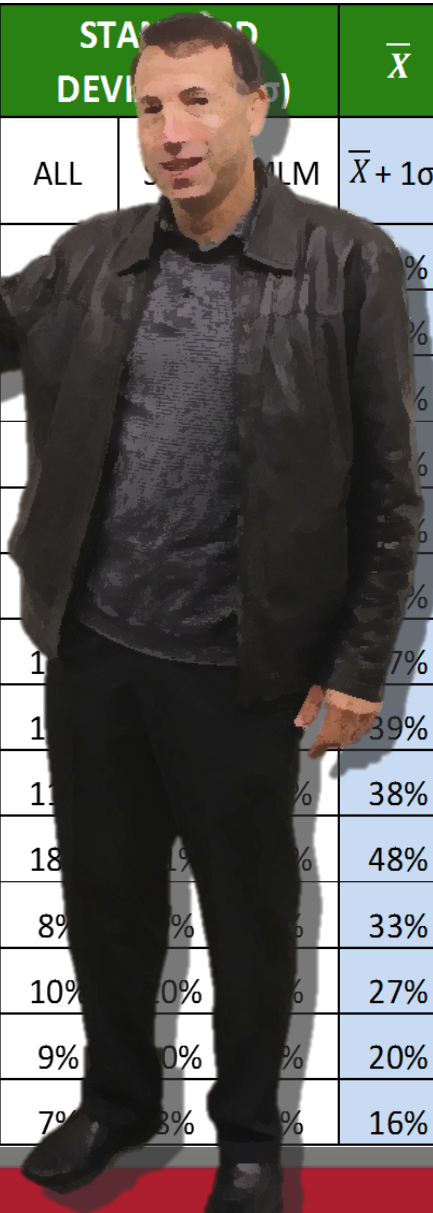
Responses to 14 Leadership Qualities Based on "Generation" Affiliation

n= 69 Responses

DAU LEADERSHIP QUALITIES	AGGREGATE		BY GENERATION				$\overline{X}$	STA… DEVI… (σ)		$\overline{X}$ ± 1σ	
	SLM AGG	MLM AGG	SLM Boomr	MLM Boomr	SLM Gen X	M… Ge…	AVG of avgs	ALL	S… MLM	$\overline{X}$ + 1σ	$\overline{X}$ -1σ
Leads by Example	85%	79%	87%	77%	75%	88%	…%			…%	73%
					25%	50%				…%	38%
					50%	88%	63%			…%	50%
					0%	63%	43%			…%	24%
					75%	38%	44%			…%	31%
					25%	0%	24%			…%	7%
					75%	50%	48%	1…		…7%	30%
					0%	38%	26%	1…		…39%	13%
					50%	25%	27%	1…		…%	38%	16%
					75%	13%	31%	18…	…%	…%	48%	13%
					25%	25%	24%	8%	…%	…%	33%	16%
					0%	13%	17%	10%	…0%	…%	27%	7%
					25%	0%	11%	9%	…0%	…%	20%	1%
Innovator	11%	8%	13%	7%	0%	13%	8%	7…	…3%	…%	16%	1%

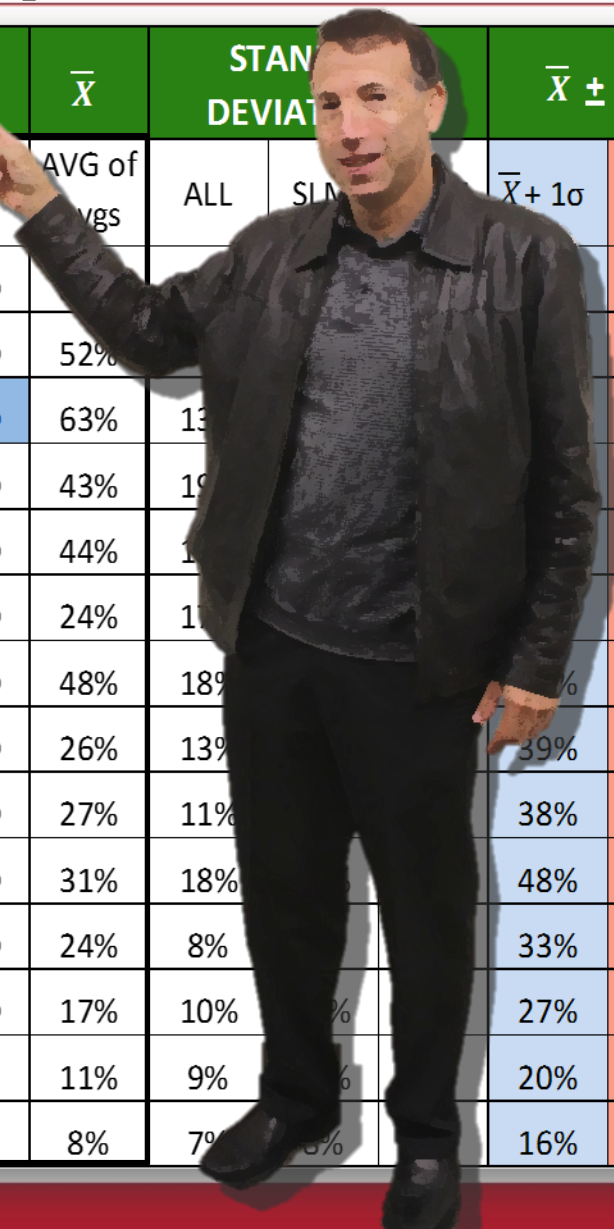
Change Agent: *no comments provided but what had to surface for them to raise it*?

Around 2000, DAU's relevancy as an institution came under scrutiny. It was about to be absorbed by another institution. DAU clearly had a "Sense of Urgency" to change (i.e., Kotter's Step 1) and even incorporated the word "Transformation" to promulgate it as one of DAU's five top goals. Many of the Boomers and some GEN X SLMs took part in the transformation. GEN X MLMs who joined DAU later didn't, and missed the revolution



Responses to 14 Leadership Qualities Based on "Supervisory Experience"

DAU LEADERSHIP QUALITIES	AGGREGATE		BY SUPERVISORY EXP				$\overline{X}$	STAN DEVIAT		$\overline{X} \pm 1\sigma$	
	SLM AGG	MLM AGG	SLM 15 +	MLM 15 +	SLM < 15	ML < 15	AVG of vgs	ALL	SL	$\overline{X}$+ 1σ	$\overline{X}$-1σ
Leads by Example	85%	79%	86%	80%	83%	78%					73%
Develops Self & Others	56%	55%	67%	60%	17%	50%	52%				38%
Effective Communicator	56%	71%	57%	65%	50%	78%	63%	13			50%
Builds & Nurtures Trust Relationships	44%	47%	52%	35%	17%	61%	43%	1			24%
Competent	37%	45%	33%	40%	50%	50%	44%	1			31%
Credible	37%	21%	43%	25%	17%	17%	24%	1			7%
Displays Respect & Support for Others	33%	58%	24%	55%	67%	61%	48%	18		%	30%
Behavior Aligns with DAU Values	30%	21%	33%	15%	17%	28%	26%	13		39%	13%
Critical Thinker	30%	26%	29%	35%	33%	17%	27%	11%		38%	16%
Exercises Authority & Decision Making	26%	26%	14%	35%	67%	17%	31%	18%		48%	13%
Promotes Collaboration	26%	21%	24%	20%	33%	22%	24%	8%		33%	16%
Maintains DAU Enterprise Perspective	19%	13%	19%	15%	17%	11%	17%	10%	%	27%	7%
Change Agent	11%	8%	5%	10%	33%	6%	11%	9%	%	20%	1%
Innovator	11%	8%	14%	10%	0%	6%	8%	7%	%	16%	1%

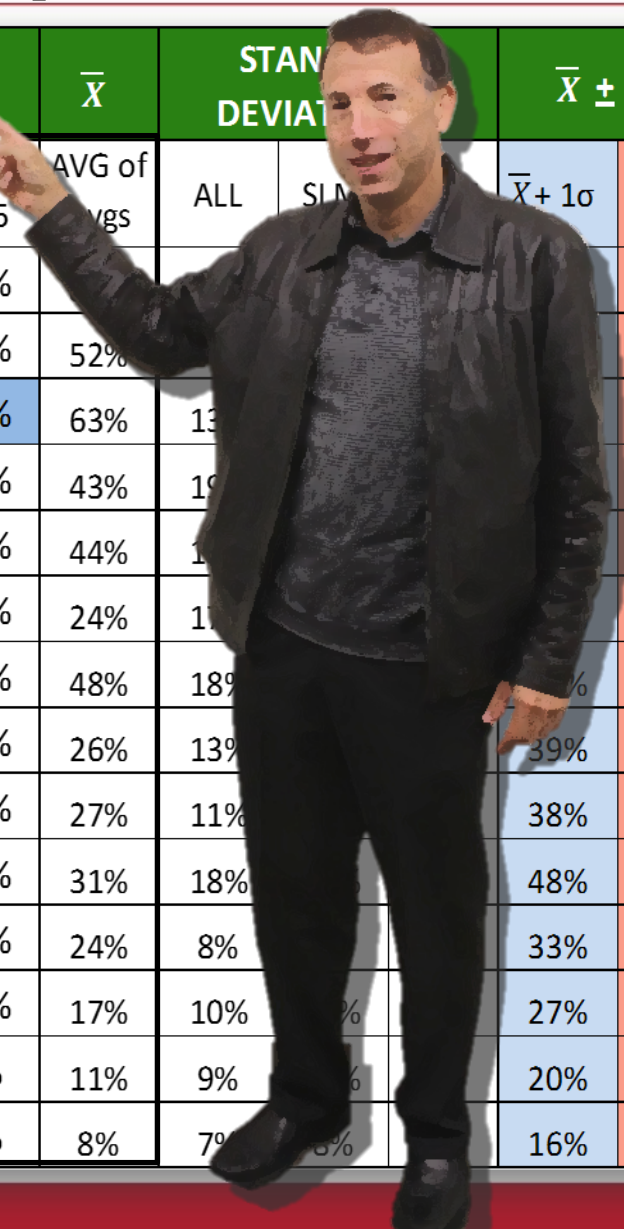


Responses to 14 Leadership Qualities Based on "Supervisory Experience"

DAU LEADERSHIP QUALITIES	AGGREGATE		BY SUPERVISORY EXP				$\overline{X}$	STAN DEVIAT		$\overline{X} \pm 1\sigma$	
	SLM AGG	MLM AGG	SLM 15 +	MLM 15 +	SLM < 15	ML < 15	AVG of vgs	ALL	SL	$\overline{X}$+ 1σ	$\overline{X}$-1σ
Leads by Example	85%	79%	86%	80%	83%	78%					73%
Develops Self & Others	56%	55%	67%	60%	17%	50%	52%				38%
			57%	65%	50%	78%	63%	13			50%
			52%	35%	17%	61%	43%	1			24%
			33%	40%	50%	50%	44%	1			31%
			43%	25%	17%	17%	24%	1			7%
			24%	55%	67%	61%	48%	18		%	30%
			33%	15%	17%	28%	26%	13		39%	13%
			29%	35%	33%	17%	27%	11%		38%	16%
			14%	35%	67%	17%	31%	18%		48%	13%
			24%	20%	33%	22%	24%	8%		33%	16%
			19%	15%	17%	11%	17%	10%	%	27%	7%
Change Agent	11%	8%	5%	10%	33%	6%	11%	9%	%	20%	1%
Innovator	11%	8%	14%	10%	0%	6%	8%	7%	3%	16%	1%

SLMs > 15 years

- **Develops Self and Others**: "Leader's job is to train him/herself out of their jobs by preparing the next wave of leaders and prepare themselves for their next job … Learning is a never-ending process…One of the most important functions of a leader is to facilitate development of his or her subordinate…"

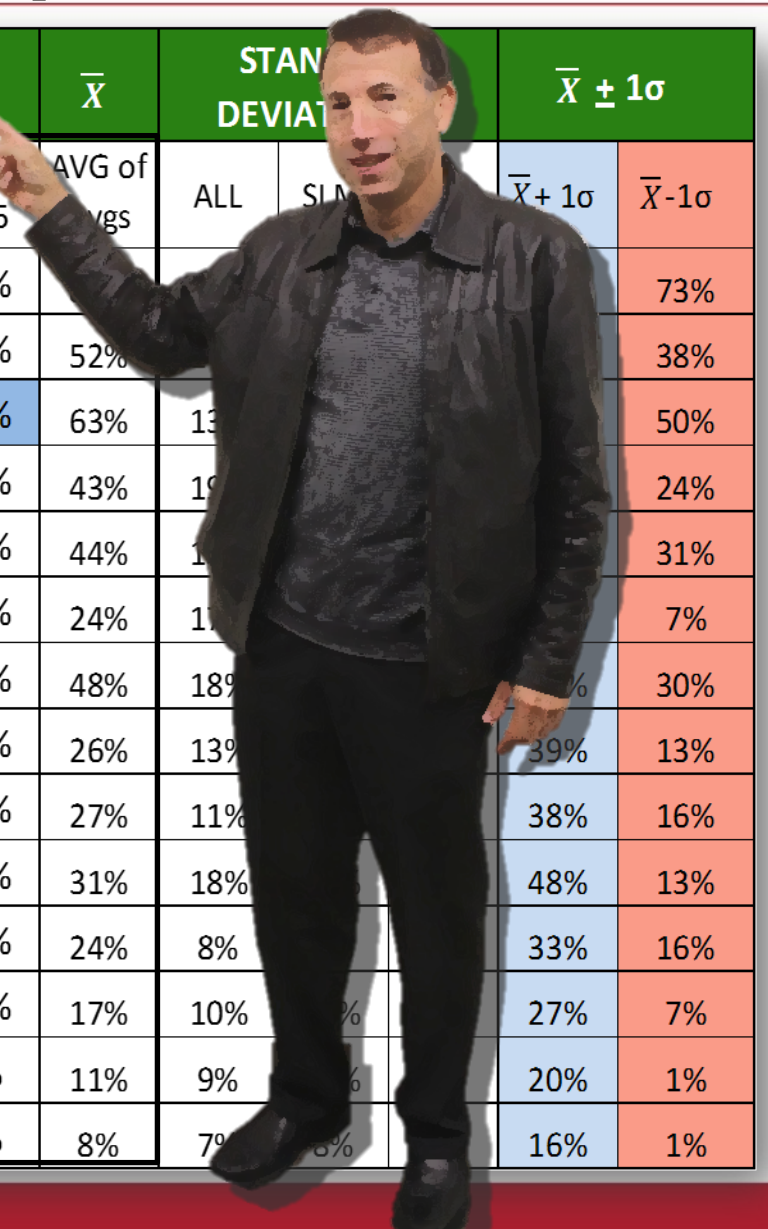


Responses to 14 Leadership Qualities Based on "Supervisory Experience"

DAU LEADERSHIP QUALITIES	AGGREGATE		BY SUPERVISORY EXP				$\overline{X}$	STAN DEVIAT	$\overline{X} \pm 1\sigma$	
	SLM	MLM	SLM 15 +	MLM 15 +	SLM < 15	ML < 15	AVG of vgs	ALL	$\overline{X}$+ 1σ	$\overline{X}$-1σ
			86%	80%	83%	78%				73%
			67%	60%	17%	50%	52%			38%
			57%	65%	50%	78%	63%	13		50%
			52%	35%	17%	61%	43%	19		24%
			33%	40%	50%	50%	44%	1		31%
			43%	25%	17%	17%	24%	1		7%
Displays Respect & Support for Others	33%	58%	24%	55%	67%	61%	48%	18%	%	30%
Behavior Aligns with DAU Values	30%	21%	33%	15%	17%	28%	26%	13%	39%	13%
Critical Thinker	30%	26%	29%	35%	33%	17%	27%	11%	38%	16%
Exercises Authority & Decision Making	26%	26%	14%	35%	67%	17%	31%	18%	48%	13%
Promotes Collaboration	26%	21%	24%	20%	33%	22%	24%	8%	33%	16%
Maintains DAU Enterprise Perspective	19%	13%	19%	15%	17%	11%	17%	10%	27%	7%
Change Agent	11%	8%	5%	10%	33%	6%	11%	9%	20%	1%
Innovator	11%	8%	14%	10%	0%	6%	8%	7%	16%	1%

SLMs > 15 years

- **Credible:** "Credibility is the foundation for effectiveness and working with others as senior, peer, or subordinate…Goes with integrity. Without it, there will be no trust."

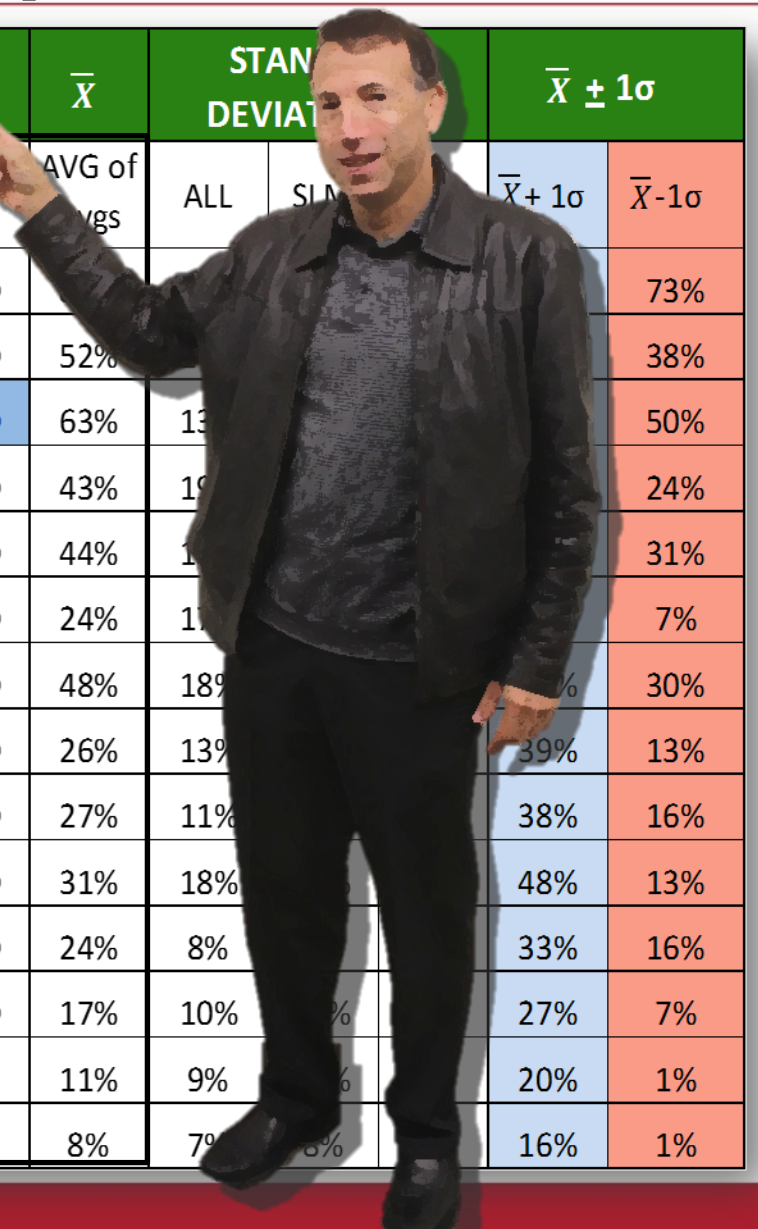


Responses to 14 Leadership Qualities Based on "Supervisory Experience"

SLMs < 15 years

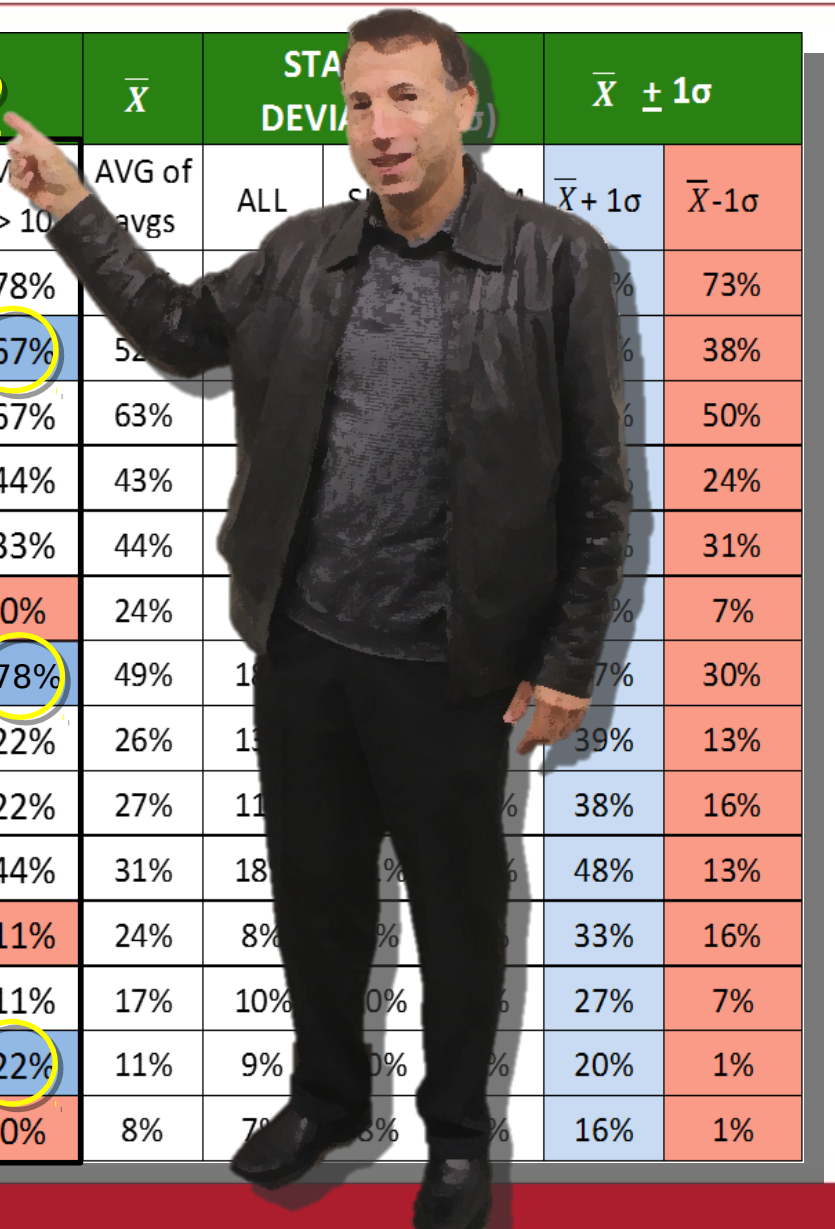
- **Displays Respect and Support for Others**: "This is a simple rule, but often forgotten. Simple respect for everyone, regardless of rank or position. It is just as important to treat the janitorial staff with respect as it is senior leadership—everyone deserves respect. The truth is we all just have different jobs… This rolls into leading by example—people watch the way you treat others and it makes a difference on how they see you as leadership material."

					VISORY EXP		$\overline{X}$	STAN DEVIAT		$\overline{X} \pm 1\sigma$	
					SLM < 15	ML < 15	AVG of vgs	ALL	SL	$\overline{X}$+ 1σ	$\overline{X}$-1σ
					83%	78%					73%
					17%	50%	52%				38%
					50%	78%	63%	13			50%
					17%	61%	43%	1			24%
					50%	50%	44%	1			31%
					17%	17%	24%	1			7%
					67%	61%	48%	18		%	30%
Behavior Aligns with DAU Values	30%	21%	33%	15%	17%	28%	26%	13		39%	13%
Critical Thinker	30%	26%	29%	35%	33%	17%	27%	11%		38%	16%
Exercises Authority & Decision Making	26%	26%	14%	35%	67%	17%	31%	18%		48%	13%
Promotes Collaboration	26%	21%	24%	20%	33%	22%	24%	8%		33%	16%
Maintains DAU Enterprise Perspective	19%	13%	19%	15%	17%	11%	17%	10%	%	27%	7%
Change Agent	11%	8%	5%	10%	33%	6%	11%	9%	%	20%	1%
Innovator	11%	8%	14%	10%	0%	6%	8%	7%	8%	16%	1%



Responses to 14 Leadership Qualities Based on "Years at DAU"

DAU LEADERSHIP QUALITIES	AGGREGATE		BY YEARS AT DAU				$\overline{X}$	STA DEVI	$\overline{X} \pm 1\sigma$	
	SLM AGG	MLM AGG	SLM 3-10	MLM 3-10	SLM > 10	M > 10	AVG of avgs	ALL	$\overline{X}+1\sigma$	$\overline{X}-1\sigma$
Leads by Example	85%	79%	77%	79%	93%	78%			%	73%
Develops Self & Others	56%	55%	46%	50%	64%	67%	5		%	38%
Effective Communicator	56%	71%	62%	71%	50%	67%	63%		%	50%
Builds & Nurtures Trust Relationships	44%	47%	31%	42%	57%	44%	43%		%	24%
Competent	37%	45%	46%	54%	29%	33%	44%		%	31%
Credible	37%	21%	31%	29%	43%	0%	24%		%	7%
Displays Respect & Support for Others	33%	58%	46%	54%	21%	78%	49%	1	7%	30%
Behavior Aligns with DAU Values	30%	21%	23%	25%	36%	22%	26%	1	39%	13%
Critical Thinker	30%	26%	38%	25%	21%	22%	27%	11	% 38%	16%
Exercises Authority & Decision Making	26%	26%	31%	21%	21%	44%	31%	18	% % 48%	13%
Promotes Collaboration	26%	21%	31%	25%	21%	11%	24%	8%	% % 33%	16%
Maintains DAU Enterprise Perspective	19%	13%	23%	13%	14%	11%	17%	10%	0% % 27%	7%
Change Agent	11%	8%	8%	4%	14%	22%	11%	9%	0% % 20%	1%
Innovator	11%	8%	8%	8%	14%	0%	8%	7%	8% % 16%	1%

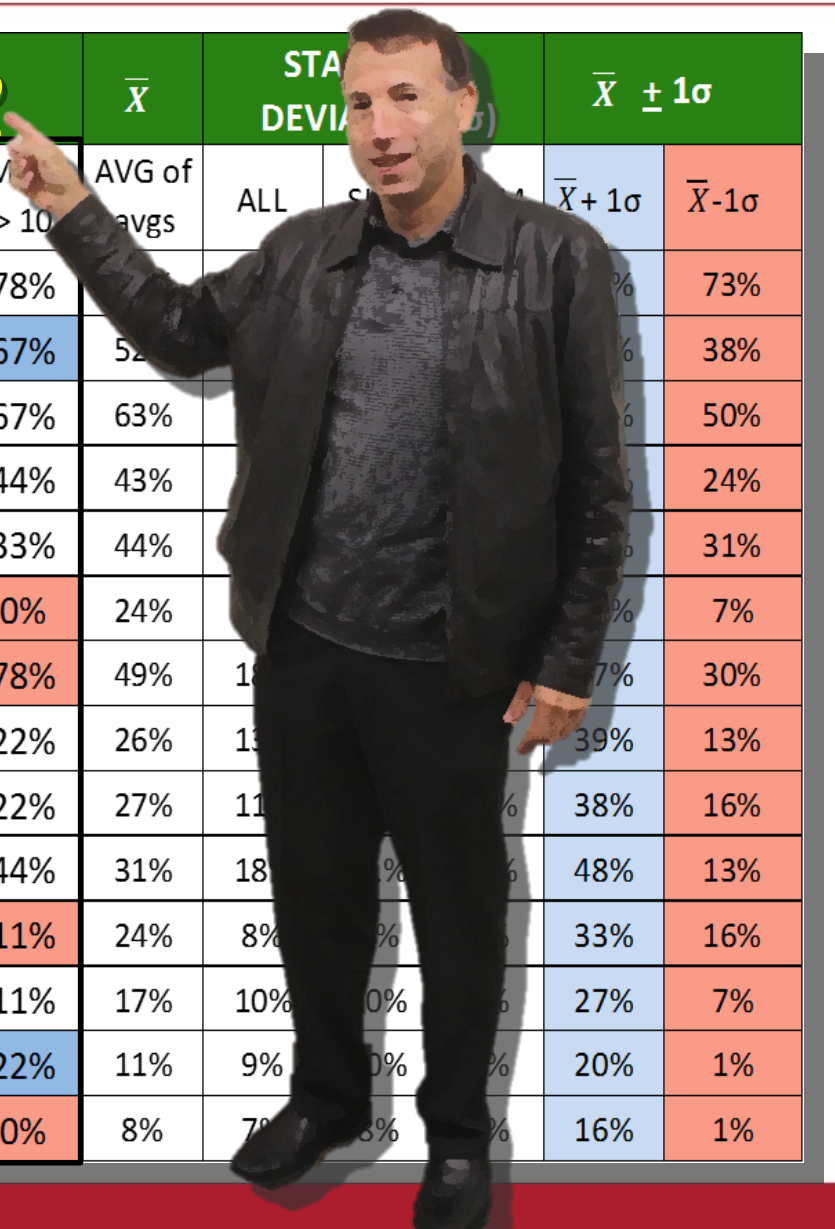


Responses to 14 Leadership Qualities Based on "Years at DAU"

DAU LEADERSHIP QUALITIES	AGGREGATE		BY YEARS AT DAU				$\overline{X}$	STA DEVI	$\overline{X} \pm 1\sigma$	
	SLM AGG	MLM AGG	SLM 3-10	MLM 3-10	SLM > 10	M > 10	AVG of avgs	ALL	$\overline{X}+1\sigma$	$\overline{X}-1\sigma$
Leads by Example	85%	79%	77%	79%	93%	78%			%	73%
Develops Self & Others	56%	55%	46%	50%	64%	67%	52		%	38%
			62%	71%	50%	67%	63%		%	50%
			31%	42%	57%	44%	43%		%	24%
			46%	54%	29%	33%	44%		%	31%
			31%	29%	43%	0%	24%		%	7%
			46%	54%	21%	78%	49%	18	7%	30%
			23%	25%	36%	22%	26%	13	39%	13%
Critical Thinker	30%	26%	38%	25%	21%	22%	27%	11	%	38%	16%
Exercises Authority & Decision Making	26%	26%	31%	21%	21%	44%	31%	18	%	48%	13%
Promotes Collaboration	26%	21%	31%	25%	21%	11%	24%	8%	%	33%	16%
Maintains DAU Enterprise Perspective	19%	13%	23%	13%	14%	11%	17%	10%	0%	27%	7%
Change Agent	11%	8%	8%	4%	14%	22%	11%	9%	0%	20%	1%
Innovator	11%	8%	8%	8%	14%	0%	8%	7%	8%	16%	1%

SLMs 3 - 10 years

- **Critical Thinking**: "Problem solving is vital …. will find the best path focused on outcomes and reality … separates perceptions and agendas from needs and goals

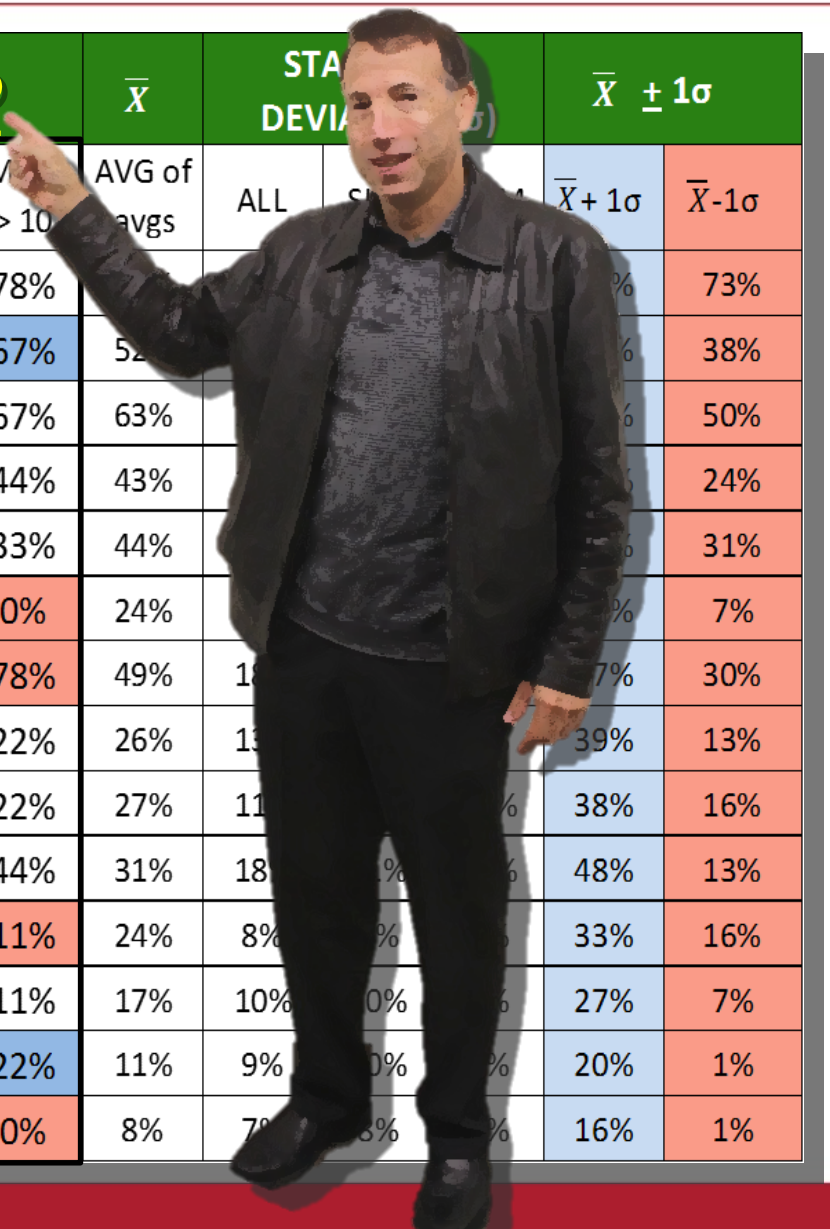


Responses to 14 Leadership Qualities Based on "Years at DAU"

DAU LEADERSHIP QUALITIES	AGGREGATE		BY YEARS AT DAU				$\overline{X}$	STA DEVI	$\overline{X} \pm 1\sigma$	
	SLM AGG	MLM AGG	SLM 3-10	MLM 3-10	SLM > 10	M > 10	AVG of avgs	ALL	$\overline{X}+1\sigma$	$\overline{X}-1\sigma$
Leads by Example	85%	79%	77%	79%	93%	78%			%	73%
					64%	67%	5		%	38%
					50%	67%	63%			50%
					57%	44%	43%			24%
					29%	33%	44%			31%
					43%	0%	24%		%	7%
					21%	78%	49%	1	7%	30%
					36%	22%	26%	1	39%	13%
					21%	22%	27%	11	%	38%	16%
					21%	44%	31%	18	%	%	48%	13%
					21%	11%	24%	8%	%	%	33%	16%
					14%	11%	17%	10%	0%	%	27%	7%
					14%	22%	11%	9%	0%	%	20%	1%
					14%	0%	8%	7	8%	%	16%	1%

SLMs > 10 years

- **Leads by Example:** "Cannot expect people to follow if you are not walking [the] talk! … People are more willing to follow someone that's personally committed …. You have to show integrity, show what you expect of others, no less than what they can expect of you …. Every action a leader takes is closely examined by those he works with. As a leader, you broadcast your values, ethics, competence, commitment, and knowledge. These actions are infectious throughout the organization and set the standards for behavior."

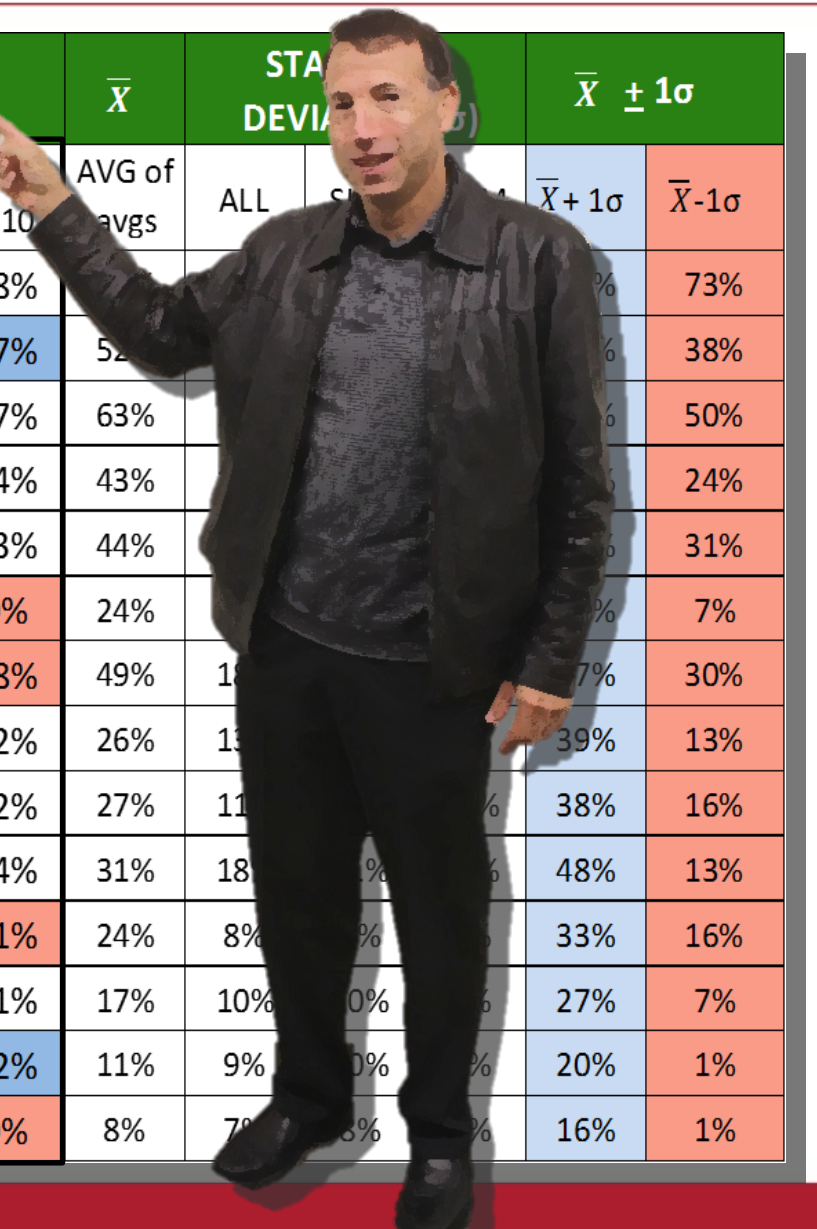


Responses to 14 Leadership Qualities ... DAU"

SLMs > 10 years

- **Credible: "**A must if you are going to be recognized as [an] SME in a functional area within the [Defense Acquisition Management] process … This gets to trust and respect …. without which a leader is inept … If you aren't credible, you could also be regarded as insincere, which doesn't aid trust or the internal organizational climate, nor the confidence of external customers who count on DAU to help develop a professional acquisition workforce …. Most important quality.

					AT DAU		$\overline{X}$	STA DEVI	$\overline{X} \pm 1\sigma$	
					SLM > 10	M > 10	AVG of avgs	ALL	$\overline{X}+1\sigma$	$\overline{X}-1\sigma$
					93%	78%			%	73%
					64%	67%	52		%	38%
					50%	67%	63%		%	50%
					57%	44%	43%		%	24%
					29%	33%	44%		%	31%
					43%	0%	24%		%	7%
					21%	78%	49%	18	7%	30%
Behavior Aligns with DAU Values	30%	21%	23%	25%	36%	22%	26%	13	39%	13%
Critical Thinker	30%	26%	38%	25%	21%	22%	27%	11	%	38%	16%
Exercises Authority & Decision Making	26%	26%	31%	21%	21%	44%	31%	18	%	%	48%	13%
Promotes Collaboration	26%	21%	31%	25%	21%	11%	24%	8%	%	%	33%	16%
Maintains DAU Enterprise Perspective	19%	13%	23%	13%	14%	11%	17%	10%	0%	%	27%	7%
Change Agent	11%	8%	8%	4%	14%	22%	11%	9%	0%	%	20%	1%
Innovator	11%	8%	8%	8%	14%	0%	8%	7%	8%	%	16%	1%

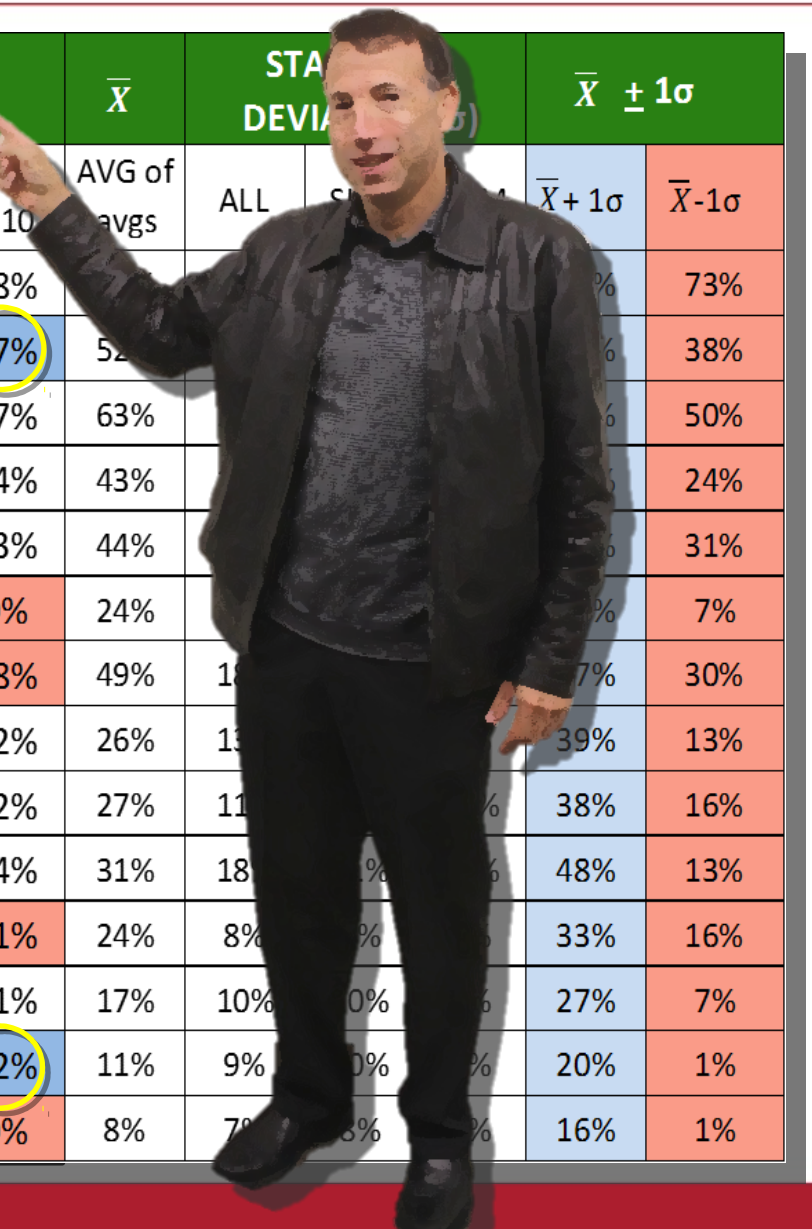


Responses to 14 Leadership Qualities Based on "Years at DAU"

DAU LEADERSHIP QUALITIES	AGGREGATE		BY YEARS AT DAU				$\overline{X}$	STA DEVI	$\overline{X} \pm 1\sigma$	
	SLM AGG	MLM AGG	SLM 3-10	MLM 3-10	SLM > 10	M > 10	AVG of avgs	ALL	$\overline{X}+1\sigma$	$\overline{X}-1\sigma$
Leads by Example	85%	79%	77%	79%	93%	78%			%	73%
Develops Self & Others	56%	55%	46%	50%	64%	67%	52		%	38%
						67%	63%		%	50%
						44%	43%		%	24%
						33%	44%		%	31%
						0%	24%		%	7%
						78%	49%	1	7%	30%
						22%	26%	1	39%	13%
						22%	27%	11	%	38%	16%
						44%	31%	18	%	%	48%	13%
						11%	24%	8%	%	%	33%	16%
						11%	17%	10%	0%	%	27%	7%
						22%	11%	9%	0%	%	20%	1%
						0%	8%	7%	8%	%	16%	1%

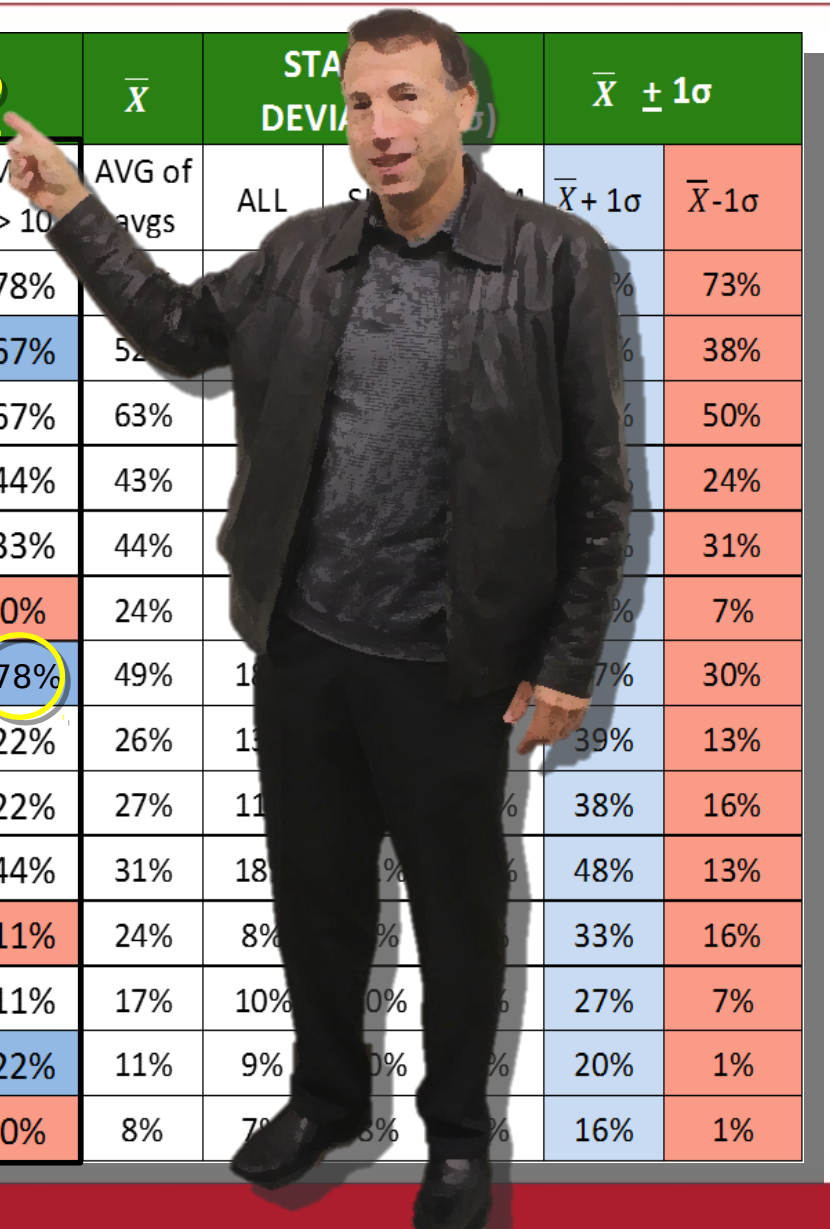
MLMs> 10 Years

- **Develops Self and Others**: "A really good manager seeks to develop subordinates to the extent that they can be given 'mission orders' to execute without being given every little detail of how to do it …. Demonstrates selflessness, which is an important leadership quality … If it's important to the supervisor to develop skills and education in both themselves and employees, it shows that you care not only about the job, but about making all better at what we do …. You need to encourage growth in your people to fight against stagnation of thought (this includes yourself)."



Responses to 14 Leadership Qualities Based on "Years at DAU"

DAU LEADERSHIP QUALITIES	AGGREGATE		BY YEARS AT DAU				$\overline{X}$	STA DEVI	$\overline{X} \pm 1\sigma$	
	SLM AGG	MLM AGG	SLM 3-10	MLM 3-10	SLM > 10	M > 10	AVG of avgs	ALL	$\overline{X}+1\sigma$	$\overline{X}-1\sigma$
Leads by Example	85%	79%	77%	79%	93%	78%			%	73%
Develops Self & Others	56%	55%	46%	50%	64%	67%	5		%	38%
Effective Communicator	56%	71%	62%	71%	50%	67%	63%		%	50%
Builds & Nurtures Trust Relationships	44%	47%	31%	42%	57%	44%	43%		%	24%
Competent	37%	45%	46%	54%	29%	33%	44%		%	31%
Credible	37%	21%	31%	29%	43%	0%	24%		%	7%
Displays Respect & Support for Others	33%	58%	46%	54%	21%	78%	49%	1	7%	30%
						22%	26%	1	39%	13%
						22%	27%	11	% 38%	16%
						44%	31%	18	% % 48%	13%
						11%	24%	8%	% % 33%	16%
						11%	17%	10%	0% % 27%	7%
						22%	11%	9%	0% % 20%	1%
						0%	8%	7%	8% % 16%	1%



MLMs> 10 Years

- **Displays Respect and Support for Others**: "Critical for a leader. Treat others the way you would expect to be treated …. Respect is a two-way street. You get what you give …. Without respect both ways, you have nothing… People will only do what they have to in order to get by; support and respect by the supervisor displays a trusting work environment."

Responses to 14 Leadership Qualities Based on "Years at DAU"

DAU LEADERSHIP QUALITIES	AGGREGATE		BY YEARS AT DAU				$\overline{X}$	STA DEVI	$\overline{X} \pm 1\sigma$	
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Competent	37%	45%	46%	54%	29%	33%	44%		%	31%
Credible	37%	21%	31%	29%	43%	0%	24%		%	7%
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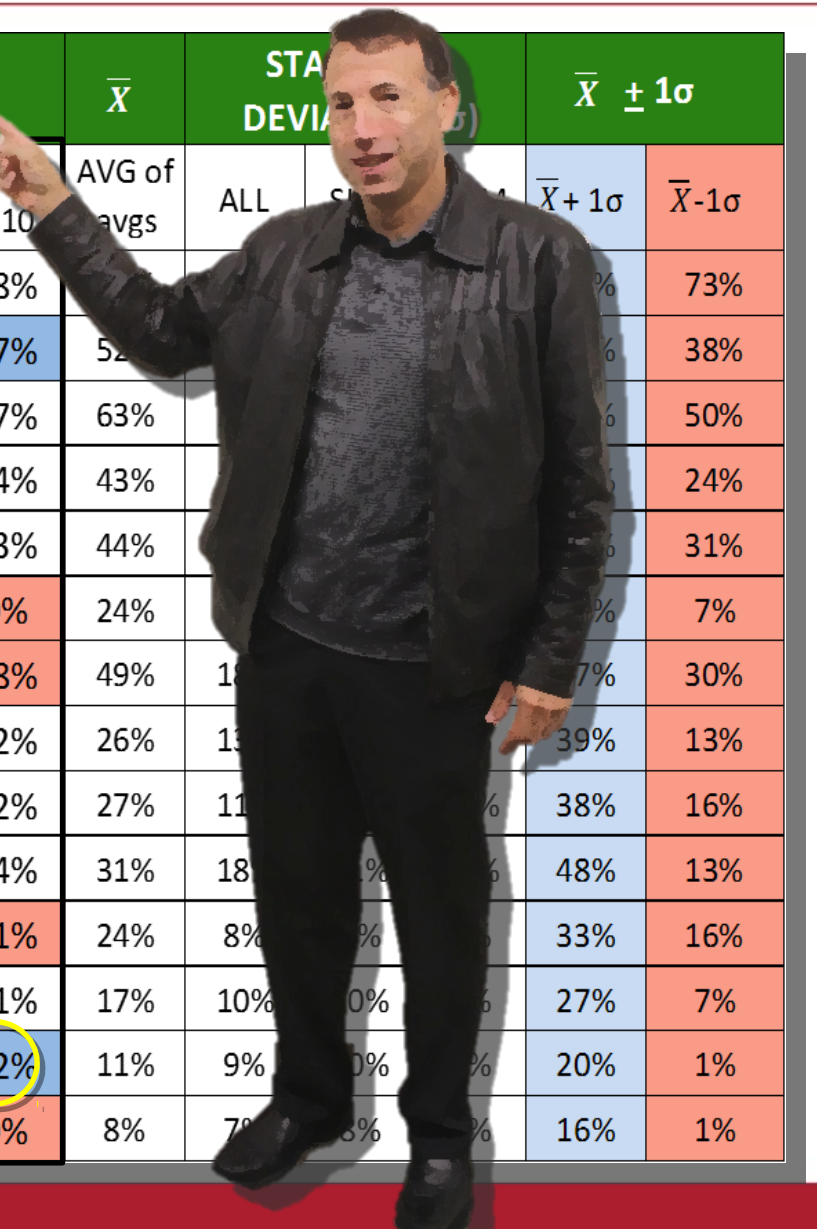
						22%	27%	11	% 38%	16%
						44%	31%	18	% % 48%	13%
						11%	24%	8%	% % 33%	16%
						11%	17%	10%	0% % 27%	7%
Change Agent	11%	8%	8%	4%	14%	22%	11%	9%	0% % 20%	1%
Innovator	11%	8%	8%	8%	14%	0%	8%	7	8% % 16%	1%

MLMs> 10 Years

- **Change Agent**: Having trust in leaders instills confidence in them …. The leader's credibility reflects the organization's capabilities."



What Other Qualities are Important in a DAU Leader and Why?

- **"Ability to manage personnel issues effectively. Problems can quickly get out of hand if not handled in a quick and fair manner. It will not only impact the person, but the perception among others that either you are not handling it well or not handling it; thus, it may affect morale amongst the other members."**
- **"Be forward thinking. In today's world where things change constantly, it is important to look ahead and try to lead your workers towards the more productive path; this is part of being competent; we want to lead folks towards what we believe is the future and not down a dead end."**
- **"A leader should be a good teacher and committed to teaching those who work for them.**
- **"Patience and persistence. Bureaucratic organizations are slow to change, so leaders in DAU need to be prepared for the long haul."**
- **"Curiosity. It is the best antidote to complacency."**
- **"Empathy, selflessness and humility"**
- **"Moral courage to make decisions"**
- **"DAU's leaders should know their way around the inside of a**

Summary

Are the fluctuations among the 14 leadership qualities a cause for concern?

Only if the SLMs and MLMs who eventually take the helm fail to learn that the relative importance of the 14 leadership qualities might need stronger reinforcement, depending on the nexus of all the factors and conditions that come into play…And, that's what matters the most..